

TWENTY CENTS

SEPTEMBER 7, 1929

V. 19 #10

# Sales Management

The Weekly Magazine for Marketing Executives



SEP 11 1929

O. H. Cheney

*Vice-President, Irving Trust Company, New York*

Whither Bound Retailing?  
Fifty Economists Answer

Two Sales Managers Tell What They  
Have Learned about Hiring Salesmen

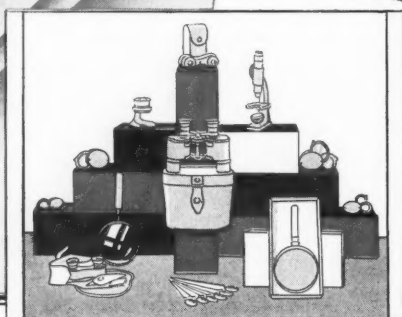
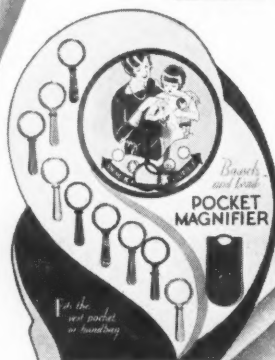
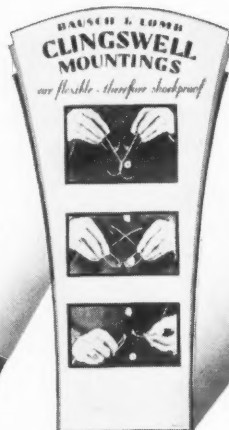
# Prize Displays at "Half Price!"

Displays that hold and demonstrate the actual merchandise—

Displays that really deserve a prize for ingenuity and effectiveness—

And combined for production, so as to cut their cost virtually in half!

Effectiveness plus economy ....this is the "EINSON-FREEMAN combination" that window advertisers appreciate.



Specializing  
in window and  
store display  
advertising

**Bausch & Lomb Optical Co.**  
Executive Office and Works  
ROCHESTER, N. Y. U. S. A.  
CORP. & U. S. PAT. & TRADE MARK OFFICES IN LONDON, ENGLAND, PARIS, FRANCE, BERLIN, GERMANY, VIENNA, AUSTRIA, and other cities.  
SOLELY REFERRED TO  
ROCHESTER, N. Y.

July 29, 1929

Mr. H. J. Leigh,  
Einson-Freeman Co., Inc.,  
New York, N. Y.

Dear Mr. Leigh:

are a lot more scarce than brick-bats. Business bouquets I like to compliment a man on a job well done as readily as to find fault with one that does not come up to the mark.

On the five displays which you have just completed for us I think you have shown evidence of your splendid ability to work with advertising men. You have taken our own ideas and improved upon them and have originated effective displays for us on items on which our own notions may have been rather vague.

I want to thank you, too, for the economies you have enabled us to enjoy in running four of these displays together. Some of them has suffered by the combination run and the price seems to be about half of what they would have been if each were run separately.

You undoubtedly know these facts as well as I do but I thought you might be pleased to know that I appreciate them.

Cordially yours,  
BAUSCH & LOMB  
J. W. Bausch  
Sales Service Dept.

## EINSON-FREEMAN CO., INC.

Lithographers

OFFICES AND COMPLETE MANUFACTURING PLANT

511-519 East 72nd Street • New York City

Inventors and Manufacturers of the Einson-Freeman Patented Double Tier Container

# What's This From Way Down East?

**"D**OWN in Maine"—383 miles by rail from Boston, the big distributing point for New England—is the town of Eastport. It has the distinction of being the farthest east town in the United States!

Eastport has 1045 families, 368 of whom read The American Weekly; better than one out of every three families. And "as Maine goes so goes the Nation."

That's the story from Maine to California. While it is true that The American Weekly wields a powerful influence in 17 major American cities,\* it is also true that it concentrates and dominates in 485 of the nation's 784 towns and cities of 10,000 population and over.

—In each of 153 cities it reaches one out of every two families.

—In 119 more cities it reaches from 40 to 50%.

—In an additional 108 cities it reaches from 30 to 40%.

—In another 105 cities it reaches from 20 to 30%.

*plus*

Almost 2,000,000 additional families in thousands of other prosperous communities who read The American Weekly—making the enormous total national circulation of 5,646,898—the greatest circulation in the world.

\*Albany  
Atlanta  
Baltimore  
Boston  
Chicago  
Detroit  
Los Angeles  
Milwaukee  
New York  
Omaha  
Pittsburgh  
Rochester  
San Antonio  
San Francisco  
Seattle  
Syracuse  
Washington

**THE AMERICAN  
WEEKLY**  
*Greatest  
Circulation  
in the World*

Main Office: 9 EAST 40TH STREET, NEW YORK CITY

Wrigley Bldg.  
Chicago  
5 Winthrop Square  
Boston  
753 Bonnie Brae  
Los Angeles  
222 Monadnock Bldg.  
San Francisco  
1138 Hanna Bldg.  
Cleveland  
101 Marietta Street  
Atlanta  
12-231 General Motors Bldg.  
Detroit



## Commissions To Advertising Agents Are Paid With The Advertiser's Money

**M**Y experience as an advertising agent covers thirty successful years in helping advertisers use Newspapers, Magazines, Bill Boards, Street Cars and Direct Mail to:

- a—Create consumer acceptance
- b—Increase the value of personal salesmen
- c—Build good will

My long experience as an advertising agent has convinced me that the contact man is the key to advertising agency service.

There are "one-man" agencies giving better service to large advertisers than large advertising agencies are rendering through mediocre contact men.

There are also "one-man" agencies which bear the same relation to advertising agency service that the small boarding house-keeper, doing all her own work, does to the service obtainable at the Plaza, the Ritz, or the St. Regis.

My experience covers both large and small organizations. I know the advantages of each. I hope I shall always conduct a "one-man agency" in that I can be held personally responsible for all work done for my customer.

My plan of operation differs materially from that of other advertising agencies. I shall be glad to go into details with any one who desires greater appreciation for his service to the public.

◆ ◆ ◆

**JOHN LEE MAHIN**  
ADVERTISING

41 East 42nd Street  
New York City  
Murray Hill 8994

## Survey of Surveys

BY WALTER MANN

### Remarkable Sales Control Manual

We had occasion recently to go over the Chicago *Evening American's* "Working Manual for Sales Control of the Chicago Market and Other Markets" and want to say that this book is one of the most remarkable manuals for the planning and control of sales activities that it has ever been our privilege to review.

Replete with detailed market information concerning a broad area surrounding Chicago, it represents a very definite contribution to more productive advertising, to better, more efficient and consequently more economical distribution in America's second largest market.

To quote from the preamble, this manual "affords a practical means of setting up the sales machinery of a business, through:

"1. A detailed study of markets for the planning of accurate and economical selling operations.

"2. Full guidance to actual control of sales operations in the Chicago market.

"3. An operating unit for all the market areas covered, in one compact, understandable book.

"4. Flexibility which permits ready adjustment to your business and eliminates 'hit or miss' selling—markets are set up 'as they are' to provide an intelligent basis for the control of your sales and advertising operations.

"5. Full provision for figuring distribution, competition, quotas, costs, time limits, operation of salesmen and sales potentials. You have complete control of sales by divisions, by salesmen, by classes of dealers, according to your policy.

"From your office you can mentally walk the streets of Chicago—thoroughly familiar with any block in any of its streets.

"Retail outlets, given by blocks, total 19,752 in these pages; 13,435 retail outlets are located on fifty-four sales division maps. Important types of retail outlets are broken down into classes (A, B and C) and chain stores.

"Car lines, elevated lines, shopping streets, foreign population centers, gas stations and many points of interest are also shown on these sales division maps."

With the manual, the Chicago *Evening American* supplies a large wall and marketing map developed in a unique fashion, probably without precedent. It gives a breakdown of both area centers and sub-centers, clearly defining many outlying market areas by showing tributary towns of 1,000 or more population. The area covered is roughly bounded by Dubuque and Davenport, Iowa; Springfield and Decatur, Illinois; Terre Haute, Indianapolis and South Bend, Indiana, and Kalamazoo, Michigan. Every city and town is shown by a square which visualizes the population of the community in proportion to the population of the city of Chicago.

In most cases the area center is shown on the map by three squares:

(a) A solid red inner square indicating the area center's own population.

(b) A square in outline surrounding the solid red square, embracing the combined populations of the area center and all tributary communities of a thousand or more population.

(c) A square in outline visualizing the city and suburban population of the area centers as given by the Audit Bureau of Circulations.

As previously stated, all these squares are proportioned to the population of the city of Chicago.

Since many companies use a county breakdown, the manual contains a special breakdown by counties and by communities given in sequence by jobbing areas, rather than alphabetically.

Returning now to a description of the Chicago phase of the manual we find an opening page of data on Chicago's leadership, a description of the way in which the forty-mile radius for the Chicago market was established, a page on the fallacy of judging markets solely by railroad transportation or by jobber's or divisional sales management areas, etc., ending with this simple definition of a commercial market, by which their own outlining of the Chicago market is governed:

"A commercial market is composed of a center and those sub-centers and communities that logically trade into that center, therefore such a market, for the proper sale of goods, should be compact and relatively small in area."

Then comes a page of vital totals, statistics by routed divisions and by counties, together with the necessary explanatory details for their use in market studies. Following this, we find divisional sales breakdowns, giving: (1) road miles to Chicago, (2) road miles to the area center or sub-center, (3) the county, (4) the 1929 estimated population, (5) the estimated number of families, (6) the independent and chain grocery, drug and shoe stores, men's wear stores, radio, auto accessory, hardware, electrical and furniture stores, etc. Next there is a column for "competition," one for "distribution," another for character of population, etc., and, finally, we find a column showing whether the areas are residential, manufacturing, farming, dairying, resort areas, etc.

Next comes the county breakdown, showing the area centers and sub-centers, the city to which each county is tributary, the character of the population, the competition, the distribution and finally a special column for notes.

Pages then follow offering vital statistics for each of the fifty-four sales divisions into which Chicago has been divided, including: (a) a map of each sales division in colors. (b) working details and sales tables for each division. (c) a small individual map showing the location of each sales division in the Chicago area.

Following is some of the information given by the colored maps: 19,752 retail

(Continued on page 470)



# What!

## No free samples?

The Home Economics Department of the Chicago Evening American is unique — and eminently successful. Kept clear of "tie-ups," it has never given a single free sample of anything. Yet in the first year of its establishment it conducted cooking classes, lectures and demonstrations to a total attendance of 6,660.

In the first six months of 1929 the department received and answered a monthly average of 2,444 letters and 367 phone calls.

Here is proof of reader interest that will bear the closest scrutiny — eager interest won without subsidy through a service which gives new significance to the phrase "good will."

**CHICAGO EVENING  
AMERICAN**  
a good newspaper

*One of the twenty-eight Hearst Newspapers read by more than twenty million people—Member of International News Service, Universal Service and Audit Bureau of Circulations.*

# THOUSANDS OF MERGERS

Since 1920, thousands of little mergers have been quietly taking place on farms thruout the North Mid-Western states—the North Central 13 "Heart" states.

## Their Significance

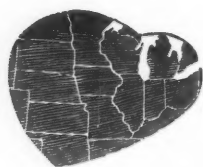
Farmers have been merging dairy herds with their grain and livestock enterprises. Today, farmers in the "Heart" states not only supply the millions of people in the Mid-West, but also, they are supplying the East with increasing amounts of market milk, cream, butter and cheese.

It is only logical that the center of the dairy industry is in the North Central 13 "Heart" states. Here, the raw products of the dairy industry—hay crops, small grain, and corn—are produced at lowest cost.

Successful farming has always led all other general farm magazines, in devoting a large share of the total editorial content to dairying.

Because Successful Farming stands out as the one farm magazine which directs its articles exclusively to farming as practised in the "Heart" region, it leads in maintaining the confidence and reader-interest of "Heart" farm people.

Successful Farming reaches more farm homes in this rich "Heart" region than are reached by any other farm magazine.



Farmers in "America's Agricultural Heart" produce more than half of all the dairy products in the United States. From this source, is derived the largest share of their total cash income.

## SUCCESSFUL FARMING

Meredith Publishing Company

Des Moines

Iowa



VOL. XIX. No. 10  
September 7, 1929  
Published Every  
Saturday . . . .

# Sales Management

Publication Office:  
420 Lexington Ave.  
New York. Phone  
Lexington 1760

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*Subscription Rates:* Single copies, 20 cents. Yearly subscription payable in advance \$4.00 for fifty-two issues anywhere in the United States or its possessions or in Mexico. In Canada, \$4.25, and \$4.50 in foreign countries.

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Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago Office, 333 North Michigan Avenue. Established 1918 by the Dartnell Corporation; Member, A. B. C. and A. B. P. Operated in association with Federated Business Publications, Inc. Cable, Elbill, New York.

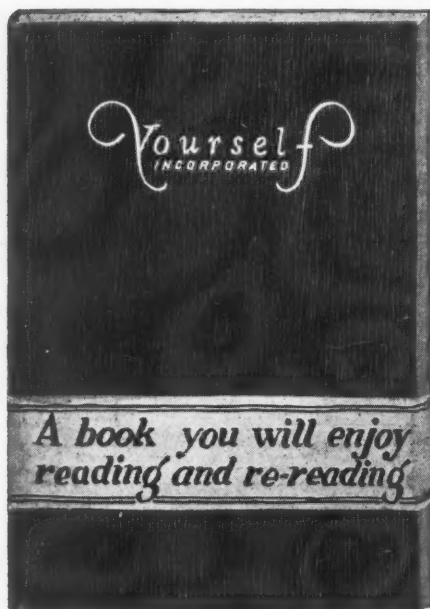
## Well! A Subtraction Which Is an Addition!

7,011,203  
6,548,937  
462,266

—showing how energetically Florida is doing business. For, the first figure is the first seven months of 1929 advertising lineage in The Florida Times-Union, compared with the first seven months of 1928. Note the increase! Business! Purchasing power! Florida is a market of steadily increasing importance and the all-state newspaper of the state is—

## THE FLORIDA TIMES-UNION

Jacksonville,  
FLORIDA



By DAVID H. COLCORD  
formerly Editorial Director, Dartnell Corporation

## How do you like yourself?

This book is actually a "mirror" designed to "show you up" to yourself—your best qualities as a salesman and executive.

Makes you decidedly uncomfortable, yet at the same time provides the "kick in the pants" that every salesman needs at least once a year. You'll wear this book out—and then write for another copy for the wife. 15,000 copies already sold. Packed in beautiful Xmas container for gift to salesmen, dealers or employees.

### What Other Executives Say

"Your book was so welcomed by our sales force and by some few of our dealer friends to whom we sent it that it is necessary for us to have another lot of 50 to supply additional requests for it."

STATIONERS LOOSE LEAF COMPANY

"Please send us one hundred copies. The book has impressed us quite favorably. It is exceptionally well written, in our opinion."

STATE BOND AND MORTGAGE COMPANY

"I read it this morning! I am enclosing you herewith, check for which please send me 800 copies."

CHICAGO PORTRAIT COMPANY

"Send 25 copies. Best thing I've ever seen."

BERNE MANUFACTURING COMPANY

"Your book is the most inspirational article I have ever read. Kindly send 75 copies to the attention of the writer."

MAYTAG INTERMOUNTAIN COMPANY

### Just Mail Coupon

Will you gamble to this extent? Send coupon and no money today. "Yourself, Inc.," sent on 10 days' FREE approval—time enough to read and return if you don't want to keep it. But you'll keep it!

**SEND NO MONEY**

DAVID H. COLCORD, Inc.  
222 West Adams St.  
CHICAGO, ILL.

Yes—send "Yourself, Inc." on approval. Price \$1.70, plus postage, if I keep it. Quote us special price in quantities.

Firm Name .....

Your Name .....

Address .....

City ..... State .....

## The Market Basket

### To Tell the Majestic Man

You can tell the Fuller man by his brushes, but the Majestic man need carry no radios about for identification. He doesn't even need to present a card—at least not until the interview is over. Instead, his company has given him a ring of ebony, inlaid with silver and bearing the legend "Majestic—The World in Your Home."

And this ring is an open sesame to a delightful new world for you.

The Majestic man represents the neighborhood dealer (the company now has 12,000 such). He does not wait for you to call on him, but goes to you first to urge you to hear the Majestic before you buy any other.

This ring and its job is just another of those little ways that the Grigsby-Grunow Company has of insuring its position as "the world's largest manufacturers of complete radio receivers."

The company is coming right along. Just now it is turning out some 5,400 sets a day and expects this year to do a business of \$100,000,000. Incidentally, it is spending this year more than \$5,000,000 in advertising to realize this expectation.

### Stylish Stoves

"The fashion wears out more apparel than the man," wrote William Shakespeare some time ago, and the American Stove Company is using the quotation in an article in their sales organ, the *Magic Chef*, to show the necessity for a new style of gas ranges.

"Style," says the *Magic Chef*, "is a driver. At present it is driving the public's dollars away from the gas range industry and into other industries where 'style-consciousness' reigns supreme. Soon it must drive the gas range manufacturer into the creating of a stove that will be so different from all present-day designs, and at the same time so much more beautiful, efficient and convenient, that a new vogue for gas ranges will be created." Other industries have long anticipated this need—one result of which has been the creation of style laboratories. Such a laboratory, Pinaud, Inc., announced in a recent issue of this magazine. The John B. Stetson Company has also opened its laboratory, where the hat tendencies of Paris, London and Hollywood—not to mention New York and Chicago and its own Phila-

delphia—will be analyzed. A feature of the laboratory will be a historical exhibit, comprising hats indigenous to various climes and those that have rested on famous heads, which will "tell the story of the hat industry in all parts of the world."

### And Overalls

We learn, moreover, that even the wearers of the humble overall are becoming a little fussy along this line. Overalls today must fit. It is quite as much a social *faux pas* to borrow your neighbor's overalls or jumpers, and roll them up at the bottom to meet your dimensions, as it is to borrow his dress suit. . . . Overalls must fit right across the shoulders. They must not be tight nor loose. When a bricklayer or carpenter enters the \$5,000-a-year class he feels he must consider his appearance.

### Food in Harmony

And right along this line the day's mail brings some other little things. Not only must the interior decorations of a modern home be harmonious in coloring, but the food as well. If sugar, for example, doesn't whet your appetite in its native white, try it now in pink, yellow, violet or green.

When we were very young we had a predilection toward brown sugar (which has an individuality as well as a color).

But just now violet sounds good, too.

### Milady Buys an Airplane

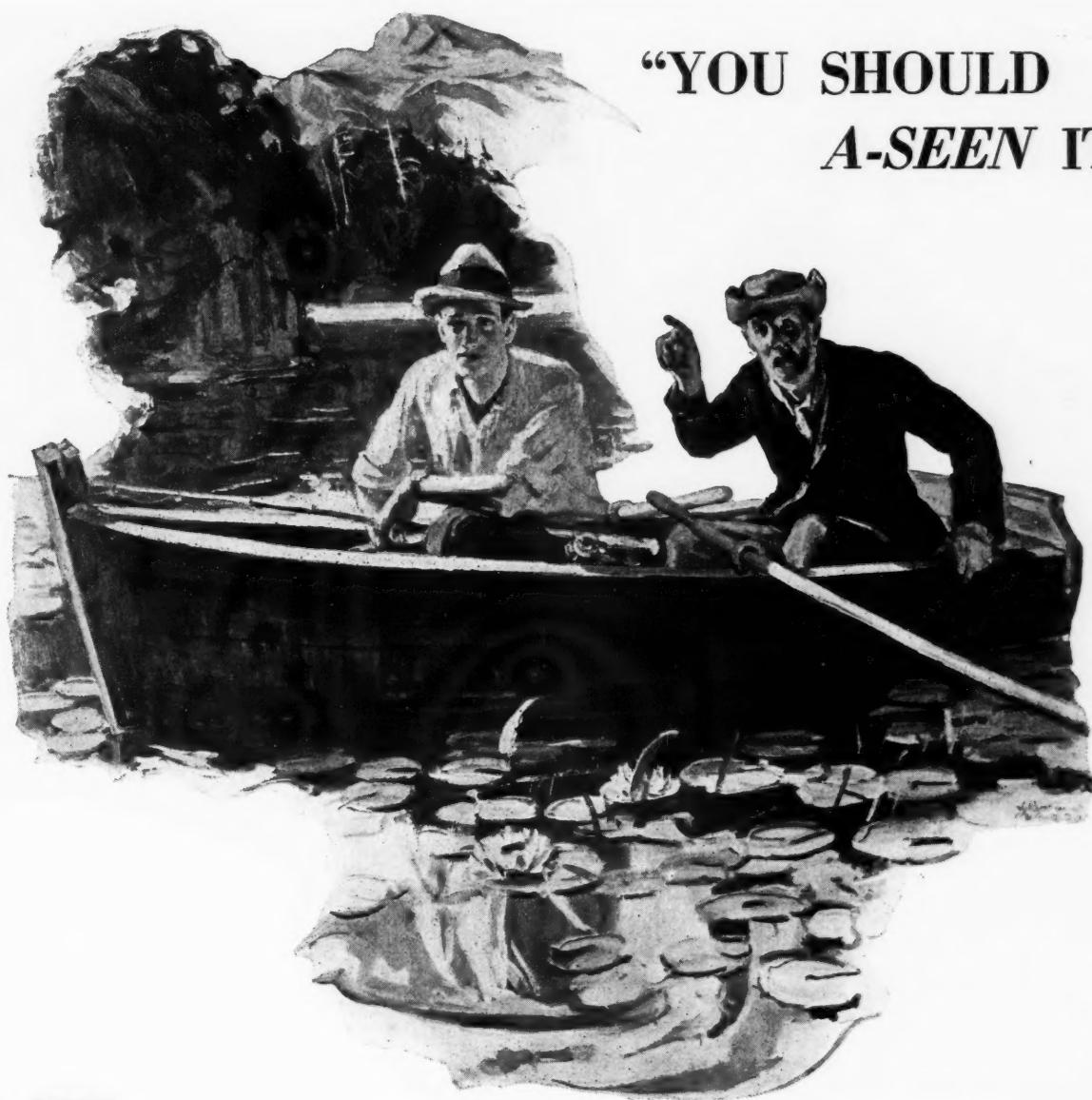
It was inevitable that, sooner or later, as soon as the airplane definitely established a place for itself as a "pleasure" vehicle, the ladies would have their say as to how it should look. The Ryan Aircraft Corporation is getting women flyers to tell them how to "finish" their planes.

Perhaps it is better so. With all the progress the airplane is making in speed, safety, comfort and maneuverability, it is still on the whole (we can hear some protests already) a most unsightly thing. It looks well enough, flying overhead—almost birdlike in fact. But close by, on the field, you would think the bird had housemaid's knee and a pain in its neck.

Will the ladies fix this, too?

—LAWRENCE M. HUGHES.





**"YOU SHOULD  
A-SEEN IT!"**

**"T** WAS right around that big bend by Dragon Run it happened. Mr. Hawk was prowling around in the sky looking for his supper and close inshore in shallow water was Mr. Bass looking for his supper, too . . . popping out the water chasing a school of minnows. The next minute he was getting his first lesson in flying.

"And then from nowhere in the sky right above Mr. Hawk appeared a black spot—the Gloucester Eagle. He folded his wings and fell like a plummet. Mr. Hawk see him a-coming and dropped the fish, and Mr. Eagle—he swerved and caught Mr. Bass afore he hit the water. I wish you'd a-seen it!"

When we talk like human beings, our first impulse is to say, "Have you seen?" People like to see as

well as hear. Advertisers accordingly illustrate their newspaper and magazine copy—their sales letters too!

The product—its uses—advantages are pictured right in the letter and sent as fast as planes can fly or trains travel.

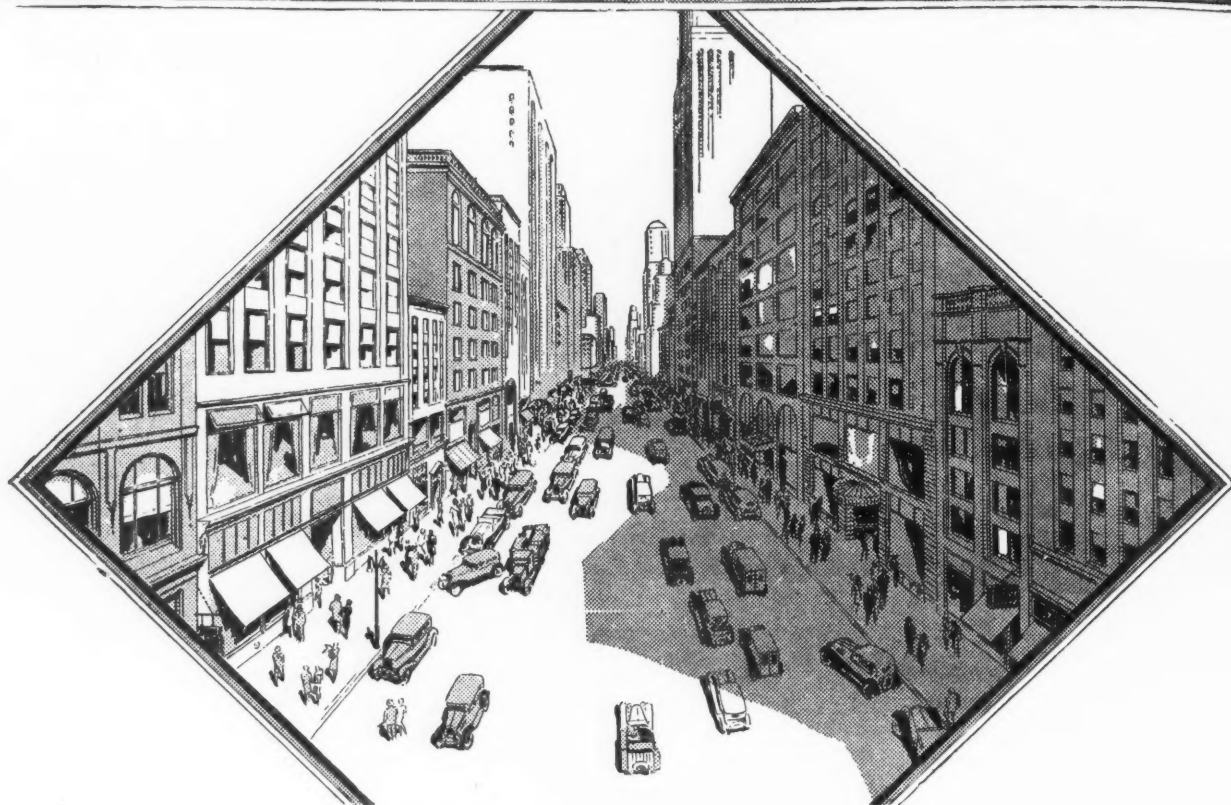
Since Two-Text was invented, thousands of advertisers have adopted it for mail campaigns. For in Two-Text were combined for the first time a paper with the bond look and feel for the written message and a coated surface inside on which can be printed fine screen and color process halftones.

Write for a copy of the Handbook of Illustrated Letters containing many successful letters with printed samples and sample sheets. Standard Paper Manufacturing Company, Richmond, Va.

MADE BY MAKERS OF INK-THIRSTY STANDARD BLOTTINGS

**TWO-TEXT**  
**ILLUSTRATED LETTER PAPER**

BOND, for the LETTER SIDE ~ COATED, for the ILLUSTRATED SIDE



# The 1st CHOICE

## of the New York Merchants

The Retail Stores of New York—including the great Department Stores—use more space in The Sun than in any other New York newspaper—seven day morning as well as six day evening.

Naturally, the newspaper that has proved most productive for these local merchants is a profitable medium for all advertisers—national and local, large or small.

### LOCAL RETAIL STORE ADVERTISING

(which includes the advertising of all New York merchants)

#### NEW YORK NEWSPAPERS

Agate Lines—1st Seven Months, 1929

Evening

Morning

The Sun . . .	5,508,181	Times . . .	5,322,464
Journal . . .	4,952,070	News . . .	4,128,932
Evening World . . .	3,819,575	Herald Tribune . . .	3,813,243
Post . . .	1,073,424	American . . .	2,235,561
Graphic . . .	660,250	World . . .	1,412,586
Telegram . . .	642,737	Mirror . . .	546,165

# The Sun

NEW YORK

*The Newspaper of Distinction in its Readers, its News and its Advertising*



# Sales Management

The Weekly Magazine for Marketing Executives

VOLUME NINETEEN, NUMBER TEN

NEW YORK, N. Y., SEPTEMBER 7, 1929

## A Chain Offers to Take 12 Per Cent of Our Output— SHALL WE ACCEPT?

BY A CHICAGO SALES MANAGER

FOR the first time during the fourteen years that I have been with my company, the four executives who are responsible for our policy and practices are hopelessly divided. Although little has been published on the fundamental facts of the problem that confronts us, it seems to be the most serious problem with which American industry has to deal.

The editors believe the situation outlined here crystallizes one of the

I have written two government departments for information regarding it without satisfactory results. I have written about it to a number of manufacturers who are selling their goods by the method we are invited to adopt, and the few who answered my letter dealt in generalities or were evasive. The atmosphere of mystery that surrounds the subject is amazing.

Therefore I shall appeal to the readers of SALES MANAGEMENT for a solution of the problem. Because of its fair and courageous policy, I feel sure that the magazine will publish what I write, for there is no doubt that serious consequences will follow

a further delay in revealing a few important facts regarding mass buying. I also am sure that among the readers of SALES MANAGEMENT are manufacturers who will tell the truth as they have found it from experience in distributing through chain organizations. And when I say chains I mean large groups of retail stores under the ownership and management of companies.

It is distasteful to me to write anonymously; but there are many reasons for concealing the identity of my company. Mass distribution is a comparatively recent problem in our industry, and my company never has considered selling through the channel before. We are now anxious to throw light ahead of us. We cannot develop our

most important problems in distribution. Every executive is urged

business further in the dark. It is necessary to prevent alarm among our many customers; but I want it understood that I have no desire to injure any legitimate business.

I may say that my company has been a leader in our industry for more than thirty years. Our goods have been

nationally advertised for about half this time, and practically all of our distribution has been through wholesalers. In 1921 we experimented with direct selling to large retailers, but discontinued the practice the next year. We still sell the retailer through the wholesaler, and, principally in the larger cities, this method has been satisfactory.

During my employment by the company we have sold all of our wholesale accounts on the same price basis. We have tried to confine our goods to the best class of wholesalers, and our merchandising has suffered little from price-cutting. We have maintained our position in the industry, and have a profitable and slowly growing business.

A representative of a large mass distributor called on our president about a week ago. For about two days he talked with the four of us collectively and individually. He proposed that we sell his chain store organization a volume of goods that represents about 12 per cent of our present output, at

to read this article and to follow the discussion in coming issues.

# A Puzzled Sales Manager Comes to CAN YOU HELP

prices which average at least 9 per cent below our net prices to our wholesalers. There is assurance, but no guarantee, that this volume will be maintained or increased. The buyer also submitted some interesting figures to support his allegation that we would not lose any money on the additional volume.

He justified the special discount in several ways. When we objected to it on the ground that we are making less than 3 per cent net on our output, he argued that the greater part of our overhead is already taken care of by our present volume, and that we could not justly charge this expense against the additional business. If this claim is correct, a large part of the special discount may be justified; but it suggests this question:

1. *Is it according to sound economic and business principles for us to require our present customers to pay a price which covers all overhead and thereby enables us to sell a mass distributor at a reduced price?*

As a mass production proposition, it is doubtful that the additional volume would lower our entire manufacturing cost more than 1 per cent. It would enable us to put some idle machinery to work and to attain capacity production. That is why one faction of our management is for the proposition. But the other faction contends that the security of the company depends, not so much on a further reduction of production cost, but on our ability to distribute our volume regularly and profitably.

The mass buyer claimed that the distribution of our goods by his company will not seriously disturb our present distribution through the wholesale channel. He said that our suggested resale prices will be maintained approximately, except during special and clearance sales. He also expressed the conviction that the advertising of his company necessary to the success of reduced price sales would increase the general demand for our goods. This brings up another question:

2. *Has it been possible for manufacturers who have sold mass distributors at reduced prices to maintain their established distribution at their regular prices?*

It has been suggested by one faction that we put up the goods for the mass distributor under a new trade-mark which is to remain our property. In this event, the buyer demands an addi-

tional 5 per cent discount and a curtailment of the volume ordered, and insists that the goods be exactly the same as our regular line. By charging overhead, advertising and selling expense to our established volume, it would not be possible to take on this additional business at the discount demanded without losing money. However, the buyer has pointed out that it would help our town by giving employment to labor, and that we would have a valuable asset in the new trade-mark.

Both factions are against this proposition, one solidly, and the other solely because of the additional discount necessary to get the business. But there seems to be a possibility that the buyer may modify his demand, and then we would be divided on our only point of agreement. Therefore, we would like to have this point settled:

3. *Does a manufacturer tend to destroy his market for his regular, advertised goods when he places in the hands of mass distributors, at considerably lower cost, a line under another trade-mark that is identical in quality and similar in appearance?*

In regard to advertising the mass buyer's claims seem to be contradictory. Our advertising appropriation has averaged 2 per cent of our volume for the past several years. The buyer deducts this 2 per cent, for the reason that his company has a large advertising expense and because of the claim that our advertising is of no



## To Sell or Not to Sell

Sales Management does not believe any cut and dried answer can be given to some of the questions asked in this article, but we do believe that a round table of opinion from manufacturers, chain store leaders and advertising agency executives will be helpful to everyone. Any executive who has had any experiences

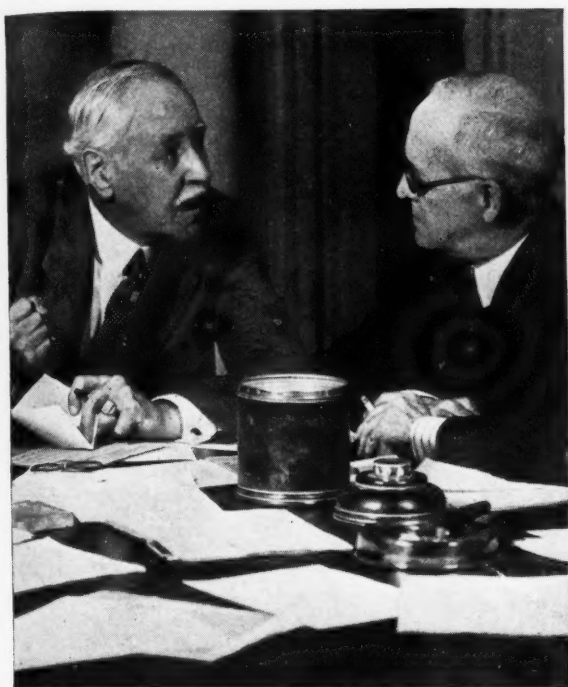
value in mass merchandising. But he demands an additional concession of 5 per cent if we substitute another for our advertised trade-mark, and insists that all goods be identified with our firm name.

In the event that we sold the goods to the mass distributor under the substitute mark, both factions agree that the buyer would be entitled to the discount of 2 per cent. But since this sale is unlikely, we are split again on the proposition to give the discount on



# Sales Management with a Problem

## TO ANSWER IT?



### the Mass Distributors?

which will throw light on the issue, is urged to contribute to the discussion we are now opening. The views expressed will, in many cases, not represent the views of the editors of this magazine, but will be offered rather as the independent opinions of the individual executives under whose names they appear.

the advertised line. One faction contends that the advertising of the distributor would be worth more to the company than the 2 per cent discount, while the other holds that the distributor's advertising would do a great deal more harm than good to our established volume and our merchandising. Therefore:

4. *Is it a sound and economic business practice for a manufacturer of advertised goods to give a mass distributor an advertising concession?*

On the subject of a buying concession our executives are as far apart as the poles. The mass buyer contends that his company is entitled to a discount equal to our percentage of selling cost, because there is no selling cost in the transaction. Our selling expense stands at about 4 per cent. On all goods sold to wholesalers this expense is very much less; but our detail work brings up the total.

The mass orders will be shipped to a number of warehouses in quantities about equal to the purchases of our best class of wholesalers. We are assured by the buyer that no service on our part will be required, but that we may be able to increase our sales by sending our salesmen to call on the district managers of his company. This suggests the possibility of an unwelcome result, and we want to know:

5. *Is it a sound business practice for a manufacturer to give a buying concession to a mass distributor, and after granting*

*such concessions do manufacturers find it necessary to send salesmen to call on district managers or others in order to secure the expected volume?*

Then there is another phase of mass buying that is giving us some trouble to understand. The buyer contends that his company is entitled to a buying concession because its large volume comes to us at no selling cost. Last year, however, our wholesalers sent us orders by mail for business that exceeds the volume of the mass order

under consideration. This business from our wholesalers cost us nothing to sell. It was bought in much the same way that mass orders are bought. It is obvious that a number of the wholesalers who buy our goods by mail will have to compete through their retail customers with the mass distributor. The latter demands a concession in price due to his method of buying; but the cost of handling both classes of business is the same to us. Hence this question:

6. *Has a manufacturer any moral or economic justification for discriminating against his established channel of distribution by granting a buying concession to a competing mass distributor, when the cost of handling both classes of business is the same?*

Another point of the discussion may deserve consideration, although it appears to be unimportant in our case. The buyer strongly intimated that if we refused to sell because we objected to price-cutting, his company could buy all of our goods they wanted anyway to use as "specials." As I have written, our wholesalers are carefully selected, and we would be within our legal rights, I am sure, if we warned all of our accounts not to sell the mass distributor. I feel that it would be impossible, therefore, for the distributor to secure any amount of our goods if we refused to sell him. But his threat seems to indicate a factor of mass distribution that may influence many manufacturers.

In regard to our suggested resale prices, which are generally recognized by our established trade, the mass buyer said that his company would maintain prices slightly under our prices, with the exceptions already noted. He explained that this was necessary because his company distributes goods at less expense and the public naturally expects them to quote lower prices on all goods. He showed us several charts and lists of figures to prove that his company is underselling all independent competition; but I have read several statements to the effect that mass distributors have not reduced the cost of distributing their commodities. If these statements are correct, then the reductions in prices that the mass distributors offer the public are due entirely to the concessions of the manufacturers, and we want to know:

7. *Have any mass distributors appreciably lowered the cost of distribution?*  
(Continued on page 471)

# Two Sales Executives Tell Have Learned about Hiring

BY W. J. HILL

*Sales Manager, Garland Division, Detroit-Michigan Stove Company, Detroit*

SOME years ago we had a salesman who possessed a very fine personality, exceptional ability and the appearance of an Adonis. He made friends with everyone he met. He had a good territory and for a time he did well.

Then he began to slip, not to say skid. The reason was not hard to find. Everywhere he went he met friends who were glad to see him. They would step in to have a drink

together, then they would have another and another. Pretty soon the salesman would look at his watch and say: "Here! I've got to make that next train out. Let's talk a little business. How many stoves are you going to order this time?" And his friend, the dealer, would say, "Oh, just send me a couple of your number so-and-so. Let's have one more drink before you go."

Yes, we had to let him out. Peculiarly enough, the man who succeeded him in the territory was extremely ill-favored in appearance,

dressed poorly, and had a homely name. He used to refer to himself as the most homely man with the most homely name in the world. But he built up that territory and did a good job of selling.

Perhaps it would be incorrect to suggest that a salesman may have too much personality and ability—may be too brilliant or even too successful. We will say, instead, that he should have more self-control. But the fact remains that many salesmen fail because of the very success they enjoy for a time. I have in mind two of our salesmen who were exceptionally able and successful for a time, then became complete flops. Success came to them too easily—they made too much money—had too many friends.

We seek salesmen who present a good appearance, who have personality and ability. But we are inclined to avoid the applicant who has these attributes too prominently developed.

A majority of sales managers seem to prefer married salesmen. After reviewing many years of experience in hiring and directing salesmen, I have concluded that it's "Six of one and half a dozen of the other" as to whether a salesman is married. It is true that the married man has responsibilities which tend to make him more stable, that he is likely to work more steadily, have quieter habits, be less independent, and stick longer with his job. On the other hand, it is equally true that an unhappy family life is the most common cause of the failure of formerly good salesmen.

Not only so, but salesmen's wives frequently have too much to say about their husbands' jobs. I have one in mind whose husband is a good man and who would be entirely satisfied if she would only keep quiet, but who is kept constantly upset by his wife's complaints. She doesn't stop with complaining to him, either; she never misses an opportunity to remind his employers and superiors that he should have a better territory, should be making more money, and could have done so much better if he had grasped some one of the many other opportunities he has had.

(Continued on page 469)



*Another type I have met is a good salesman but impatient and so egotistic that he does not want to put in some real hard licks for advancement.*



# What They Salesmen

BY CHARLES A. WALZ

*General Sales Manager, The Hoffman Beverage Company, Newark, New Jersey*

EVERY now and then, when we are interviewing applicants for jobs on our sales force, we run across a chap who snaps through an interview, listens to a description of the position we have open, and then with an "I'll-try-anything-once" air, announces, "I'd like to take a crack at it!"

No matter how favorably I have been impressed with the man's personality and bearing otherwise, I usually turn him down when he says that. For, so far as his ability to meet the particular problems and conditions peculiar to our type of sales work is concerned, it usually indicates some fundamental weakness in the man who is talking. It is often the mark of the "job-jumper," the fellow who is here today, and, if everything isn't exactly according to his liking, gone tomorrow.

In any case, it is a pretty certain indication that the man isn't sufficiently impressed with the responsibility of the job he is taking. He isn't going into it with a determination to lick the job that is there, and then to make a bigger job out of it.

We like to remember that we are not hiring men just to take today's and tomorrow's orders. We are hiring the future executive staff of the Hoffman Beverage Company. Our sales managers, district managers, delivery superintendents, foremen and other executives now with the company have come up from the sales and delivery forces, and, as the company expands, there will have to be more good men who have the training and background necessary to step into the new executive positions thus created.

We hardly need to observe that there seem to be no rules which can be applied to the hiring of men for sales positions with 100 per cent results. Yet there are a few little things which I have found helpful in forming judgments as to the ability, or lack of ability, on the part of an applicant, to make good in sales work.

When a man comes in to apply for a job, his physical appearance is naturally the first point of appraisal. But the thing I'm most interested in is getting a man to talk—I don't care particularly about what. Some of them are "self-starters" in this respect; others have to be coaxed a little.

Sometimes I can touch upon a man's hobby or personal experience outside of business. As he talks I ask myself if I enjoy listening to him—imagining myself as a prospective buyer and him as the salesman. Is his voice pleasant; does he express himself in good grammar and clear English, or does he bore you and make you uncomfortable, if so, he is sure to reflect the same way when with a customer.

More important than this, whatever that salesman says will usually reveal whether he has that quality so precious in selling—enthusiasm. If he can talk about something in a warm-hearted way, in such a way as to kindle in me a glow of enthusiasm for his idea, whatever it may be, then I feel fairly sure that some of that same magnetism would show up in his sales talk about a product he liked and believed in.

After our conversation has run along for a little while, I watch to see if the man comes back to business—or if he just rambles on. If he doesn't come back to business of his own accord, he is likely to be the type who will make "just calls," who will be on good friendly terms with buyers, take up their valuable time and forget he has come for an order instead of a social call.

When considering hiring a man, I try to find out as much as possible of his family life, his home conditions. Happy, contented home environment is a large factor in helping him to succeed; or I want to see what standard of living this man is accustomed to. If he has been enjoying too many luxuries, I know his beginning salary with us or anyone else will



Charles A. Walz

not afford them and he is not likely to stick. Among the hundreds of men I have hired during the last fourteen years, it has been my experience that married men are a much better investment than single men. The single man is too likely to develop a yearning for change and will not punish himself, and we all know that to reach the top we must learn to take it on the chin, for we meet plenty of disappointments. The married man, having obligations to meet and possibly children to raise and educate, is inclined to be steadier and is more likely to work hard to make a successful start.

I remember having been very favorably impressed with one man who applied for a job on our sales force some years ago. I had about made up my mind to hire him. Then I discovered that he was financially independent. His income was not supplying quite all of the luxuries he wanted and so he decided he would have to go to work. He was a very fine type, but, knowing these conditions, I did not hire him, for he would have been a difficult man to control. If a day came along when he didn't feel like working, he probably would not have worked, knowing that his immediate needs would be met by his other income.

Another case in mind was a man who certainly didn't look like a salesman at all. His personal appearance was just about 100 per cent against him. When we started to talk I learned that he had failed in business. He was very frank about the whole



matter; in fact, at my request he told me the whole story. As he sat there opposite me, talking of his misadventure in business, I gradually began to warm up to him. There was a winning quality in his earnestness, and he expressed himself so graciously that I began to enjoy listening to him—even when I knew there were dozens of other men waiting outside to see me.

He came back to the subject of a job on our sales force and assured me with a very great degree of sincerity that he believed he could make good and wanted the chance to prove it.

Finally I said, "Well, you don't look like a salesman, and I doubt if you can make a go of it. But here's what I'll do: I'll hire you. Understand that I'm hoping with all my heart that you can make good, but I won't be disappointed if you don't. I am satisfied to make the experiment, but I think you'll fail."

He made good and he's still with us. His enthusiasm, frank earnestness, sincerity and honesty of purpose overcame all his natural sales handicap.

### Watch His Manners

I watch a man's manners as I interview him. Sometimes I place a book or some other object in an awkward position on my desk between us. Does he shove it aside carelessly, or does he find a more gracious way of moving it? If the telephone rings and is out of my reach and a man hands it over to me, I know that some day (if I hire him) this chap will probably open a door for a lady while he is in the store of one of our dealers—or do something else that is trivial in itself but which goes such a long way toward giving buyers the right impression of our company, our methods of doing business and the type of men we hire. In my days in the field I've seen salesmen stand in the store with a cigarette hanging between their lips, watching women with bundles struggling to open the door. Many a man I've pushed aside to extend this little courtesy.

Sometimes I deliberately try to make an applicant angry, to see whether he knows how to control himself. If he flares back at me unpleasantly, it is impossible for me to believe that he will make good at selling, for a salesman has to contend with all sorts of whims and idiosyncrasies of dealers and nothing has ever been gained by quarreling with customers. Our dealers vary all the way from distinguished food shops in the metropolitan district, whose names are internationally known, to the smallest delicatessen or

confectionery shop in Little Italy or the Ghetto, operated by a man or woman whose conception of business methods is totally different from ours.

There are many things in a man's appearance, approach, manner of speech or expression, which, small in themselves, when taken into consideration will show whether the man has the strong fundamentals necessary to carry on your business and represent you properly among the trade.

Another type I have met is the man who has had a varied experience with other concerns and left because there were no chances for advancement. He is the impatient kind with personality. A good salesman but impatient and so egotistic that he does not want to put in some real hard licks for advancement. He is of the

opinion that after six months he should be given a better job because he himself thinks he is pretty good, although he is still unproven and has done nothing else but a fairly good job in selling. He has not as yet shown that he can shoulder responsibility and handle other men. He becomes disgusted and looks for another job.

This is the fellow who wants to climb to the top on an escalator instead of going up step by step, which is, and always will be, the only way.

The perfect salesman running around loose is scarce, but "A-1" men can be built if the material is good.

What I have had to say is based on my many years of experience; experience and intuition play a large part in selecting the right man.

## "Example Selector" Aids Buyers in Ordering Valves

TO give customers the proper information on equipment and to lessen mistakes in ordering and using it the Atlas Valve Company of Newark, New Jersey, includes a table solving many valve problems in a booklet it has issued.

The "Example Selector," as the table is called, is included in this booklet, "Regulating Valves for Service," which comprises a number of valve problems and their answers. If the prospect has a problem he wishes to solve, he looks at the selector, in the front of the booklet, and finds his problem or one similar to it. Through the selector, he is told upon which page to find the answer.

The prospect will have certain information, which coincides with the list at the left-hand column of the selector. He notes these items, look-

ing for the question mark which will indicate the answer he wishes to learn. At the top of the selector are given example and page numbers and here he will learn what part of the booklet he wishes to consult.

For instance, the prospect knows the initial steam pressure, diameter of high pressure pipe and length of high pressure pipe. His problem is to learn the capacity of the pipe. He consults the selector and notes that his particular problem is solved in example five, on page sixteen.

Thus the prospect is able to place his order accurately, and usually without preliminary correspondence. This company believes the reason so much equipment is faulty is because customers do not know its proper use and that manufacturers make little effort to inform them.

### EXAMPLE SELECTOR

This table gives a visual analysis of every example in this booklet. It will assist in quickly finding the problem "just like yours." Before attempting to solve any reducing valve problem place a slip of paper alongside this list and on it check off the known factors and those you want to know. Then compare with Examples 1 to 13 by shifting the slip of paper from left to right. The example that matches yours will be found almost instantly.

Example.....	1	2	3	4	5	6	7	8	9	10	11	12	13
Page.....	10	11	12	14	16	17	17	18	19	20	22	24	24
Size of Valve.....	✓			✓				✓	✓	✓	✓	✓	✓
Capacity of Valves.....													
Initial Steam Pressure.....				✓	✓	✓	✓		✓	✓	✓	✓	✓
High Steam Pressure.....	✓		✓										
Low Steam Pressure.....		✓						✓	✓	✓	✓	✓	✓
Loss in High Pressure Pipe.....			✓	✓		✓			✓	✓	✓	✓	✓
Loss in Low Pressure Pipe.....		✓						✓	✓	✓	✓	✓	✓
Capacity of Pipe.....			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Diameter of High Pressure Pipe.....			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Diameter of Low Pressure Pipe.....		✓						✓	✓	✓	✓	✓	✓
Length of High Pressure Pipe.....			✓	✓				✓	✓	✓	✓	✓	✓
Length of Low Pressure Pipe.....		✓						✓	✓	✓	✓	✓	✓
Velocity of Steam Flow, 6000 Feet per Minute.....					✓				✓				
Velocity of Steam Flow more or less than 6000 Feet per Minute.....						✓							
Elbows and Valves, Allowance for.....							✓		✓				
Number of Elbows and Valves.....								✓					
Radiating Surface, Square Feet.....										✓	✓	✓	✓
Superheat, Degrees.....				✓									
Steam Required, Lb. per Minute.....				✓					✓	✓			

# National Cash Men Manage Their Own Mail Advertising Campaigns

BY A. B. GARY

Advertising Manager, National Cash Register Company,  
Dayton, Ohio

Orders from agents for direct mail advertising material have doubled since January, 1929, when the company launched its "Advertising Post Office Idea." Under this plan a closer tie-up between personal sales work and sales promotion is achieved than had heretofore been possible.

**A** PLAN which we call "The Advertising Post Office" has more than doubled the orders from our agents for advertising literature since it was introduced about the first of the current year and, even more important, has resulted in a far greater distribution of such literature among prospects.

The "post office" is an upright cabinet in which are thirty-one bins numbered one to thirty-one, five bins lettered A to E, and twenty-four bins numbered one to twenty-four.

The twenty-four large bins are provided to contain a supply of as many different pieces of advertising literature in envelopes. These twenty-four pieces have been selected from the immense variety of such advertising matter which our company supplies because they are the ones most applicable to the average condition and, therefore, are the ones in greatest demand.

The five bins lettered A to E are for the incoming mail of five salesmen. This is about the usual number of salesmen employed by an agency; if more are employed, there should be more bins.

The bins numbered one to thirty-one correspond to the days of the month and are for outgoing mail.

The plan is very simple and salesmen are encouraged to use it in doing their own direct-mail advertising.

A salesman comes in at the end of the day, for example, with a number of names of prospects on whom he

*Salesmen select the pieces appropriate to each individual prospect and schedule the mailings through this simple mail cabinet.*

has called but has not sold. He expects to call back on those prospects within three to thirty days or so. In the meantime, it would be an excellent idea to place some appropriate literature in the hands of these prospects to tell them more about the kind of cash register in which they are interested and to keep them reminded of him and the product which he sells.

He goes up to the cabinet and selects a number of pieces of literature to fit the case. These pieces are already in envelopes. He writes the prospect's name and address on the first piece and places it in the bin dated tomorrow, we'll say. Then he addresses the second piece and places it in the bin bearing the number corresponding to the date three or four days later, and so on until he has

addressed all the pieces and placed them in the bins bearing numbers corresponding to the dates on which he wishes them to go out. Just as a precaution against the possibility of the pieces getting accidentally brushed out of the bins or incorrectly filed, he may pencil the mailing date in the upper right-hand corner of each envelope. When the pieces are mailed, stamps cover this penciled date.

Other salesmen follow the same procedure.

Each evening the office man goes to the "Advertising Post Office," takes from the compartment the advertising matter to be mailed that day, stamps the pieces and mails them. A record of the advertising material mailed to each prospect is provided for on the





back of our salesman's and canvasser's report form. Many salesmen clip this record on the last piece of literature to be mailed a prospect. Then when it is mailed the form is placed in the salesman's mail box, to be followed up personally or for his use in planning another advertising campaign.

Arrangements have been made whereby the factory furnishes the cabinets, assembled and ready for shipment, for \$25 each, f. o. b. Dayton, or an agent may have a carpenter build one for him.

There are numerous good features of the plan, chief of which is the fact that it gets literature into the hands of prospects. The factory circularizes a mailing list of more than a million names several times a year, but it does not undertake to circularize immediate prospects with direct mail. It depends on the agents to do this themselves. They are on the ground and can have the literature in the hands of prospects before an order could reach the factory, to say nothing of the immense task it would be for the factory to handle all this direct advertising.

### Gets Literature to Prospects

We supply agents with any required quantities of 100 or more pieces of advertising literature which represent a large investment. All too often the bundles are stacked in the basement or kicked back in a dark corner and forgotten. This is wasteful, of course, and, worse still, an actual need for the material is left unfilled. Our plan gets the proper literature into the hands of the prospect at the proper time, because the salesman, who is most vitally interested in the matter, sees that it does so.

The plan results in the distribution of a large volume of literature in small mailings. When the average person thinks of direct mail he thinks of circularizing a list of several thousand names. That is a big job and when an agent has done it a time or two he is likely to dread undertaking the task again. He puts it off from time to time until eventually he just conveniently forgets the matter and it doesn't bother him in the least.

Not only so, but if he sends out a thousand pieces and gets only a 5 per cent return, he is discouraged because he secured only fifty inquiries from a thousand prospects.

Under this plan the salesmen send out a few pieces every day and pretty soon they have sent out a total of enough pieces to constitute one big mailing campaign without realizing it. Then if they get a 5 per cent return from a small number of prospects,

the results seem quite gratifying, because they aren't thinking of the big task and heavy expense of an extensive direct-mail campaign.

The results of advertising are known to be cumulative, too, and the salesman soon learns that persistence pays.

The plan has also served to give our salesmen a better acquaintance with and knowledge of the available advertising material than they ever had before. As I have said, we selected the twenty-four pieces that best fit a



A. B. Gary

More than half the agents for the National Cash Register Company have installed the "Advertising Post Office" for direct mail described in this article. This plan is both simple and inexpensive, and can be adapted to businesses in many fields. Can you use it in yours?

majority of cases and a supply of each of these is carried constantly in the cabinet. The salesmen familiarize themselves thoroughly with these pieces in order to be able to use them intelligently. In addition, we furnish them a dozen or more other lists of material to be used in as many different campaigns to accomplish a specific purpose or to appeal to a certain class of prospects.

Thus a salesman may think to himself: "I don't seem to be able to make this prospect understand why it pays to departmentize. If I could just convince him of that fact, I would have no further trouble." Referring to the list of suggestive campaigns furnished him, he finds a list of ten

mailing pieces under the heading, "Why it Pays to Departmentize."

Or perhaps a prospect says to a salesman: "What I would like to know is how to increase the average sale in my store. If you can tell me that, I'll do business with you." For the salesman to undertake to tell how to increase the average sale would take more time than either of them could spare at the moment, but the alert salesman will say: "That's a fair question, Mr. Merchant, and we can help you. We wouldn't have time to discuss the subject thoroughly during business hours, but I'm going to send you some splendid literature on the subject which you can study at leisure." Returning to the office, he consults his list of suggestive mailings and addresses ten pieces, all on the subject of how to increase the average sale, and places them in the bins to be mailed out at such intervals as he thinks best.

As a result, salesmen are learning from experience that it pays them to advertise. They find that it paves the way for them, makes their selling easier, and wins the gratitude and good will of their customers and prospects. Many customers have actually asked to be placed on the mailing list to receive copies of all the literature we have. They find it helps them in their business.

The plan was introduced at our Hundred Point Club Convention early this year and there was an immediate request for the "post office." To date approximately 150 of our 252 agents have installed cabinets and orders for advertising literature have more than doubled.

### American Import Trade to Hold Exposition

An International Exposition of American Import Trade will be held at Grand Central Palace, New York, in August, 1930—assembling raw, semi-finished and finished imported products for manufacturing and distributing purposes.

The exposition is expected to "constitute a powerful sales and advertising agency for American importers and commission houses, foreign departments of American banks and insurance companies, forwarders and other organizations," explained Capt. J. de Kalma Kaufman, general manager. It is planned to hold the exposition annually.

Beaumont & Hohman, San Francisco agency, has moved to the new Call Building. This agency recently acquired offices in Kansas City, Missouri.



# Equitable Routs Summer Slump with Seventy-Interview Drive

As told to Lawrence M. Hughes

BY FRANK L. JONES

*Vice-president, Equitable Life Assurance Society of the United States, New York City*

**F**IVE thousand and seventy-one additional applications and \$28,995,202 in additional business over any previous July are two tangible results of a "seventy-interview" program launched in July by the Equitable Life Assurance Society to prove that the summer slump is purely a myth and that warm weather and summer vacations should not interfere with anyone's ability to sell.

The program was carried out through the active cooperation of practically all of the company's 10,000 agents. The \$120,000,000 sales volume they accomplished brought about an increase of 30 per cent both in number of sales and dollar volume over the \$92,759,289 of July of last year—a figure which, by the way, has been fairly fixed for that month for several previous years. In the insurance business, as in other lines, July has been generally considered the "worst month of the year." For us, however, the seventy-interview program turned it quite suddenly from the worst month of the year to the second best month in the last two years.

The whole thing is a matter of supplanting a negative psychology with a positive one.

In the program we at headquarters contacted closely with the managers and assistant managers of each of our 108 agencies, and they in turn got the agents actively into line. Although we realize that the number of interviews does not always determine the amount of business they will bring, we believed from past experience that the interviews—if they are real interviews, and not merely calls—would form a pretty fair criterion. Some of our highest producers have relatively few interviews. Some can get a case in three interviews. But these are exceptional. In any event the cooperation of all the executives in getting the men on their toes during the hot months would certainly bring about more business and a higher morale at

a season of the year when morale had heretofore been at its lowest.

Seventy interviews in one month is about double the average. All of our men, of course, did not make their quota, nor did every one participate actively in the program. But its influence, nevertheless, was felt very definitely all through the organization—as the \$30,000,000 sales increase graphically proves.

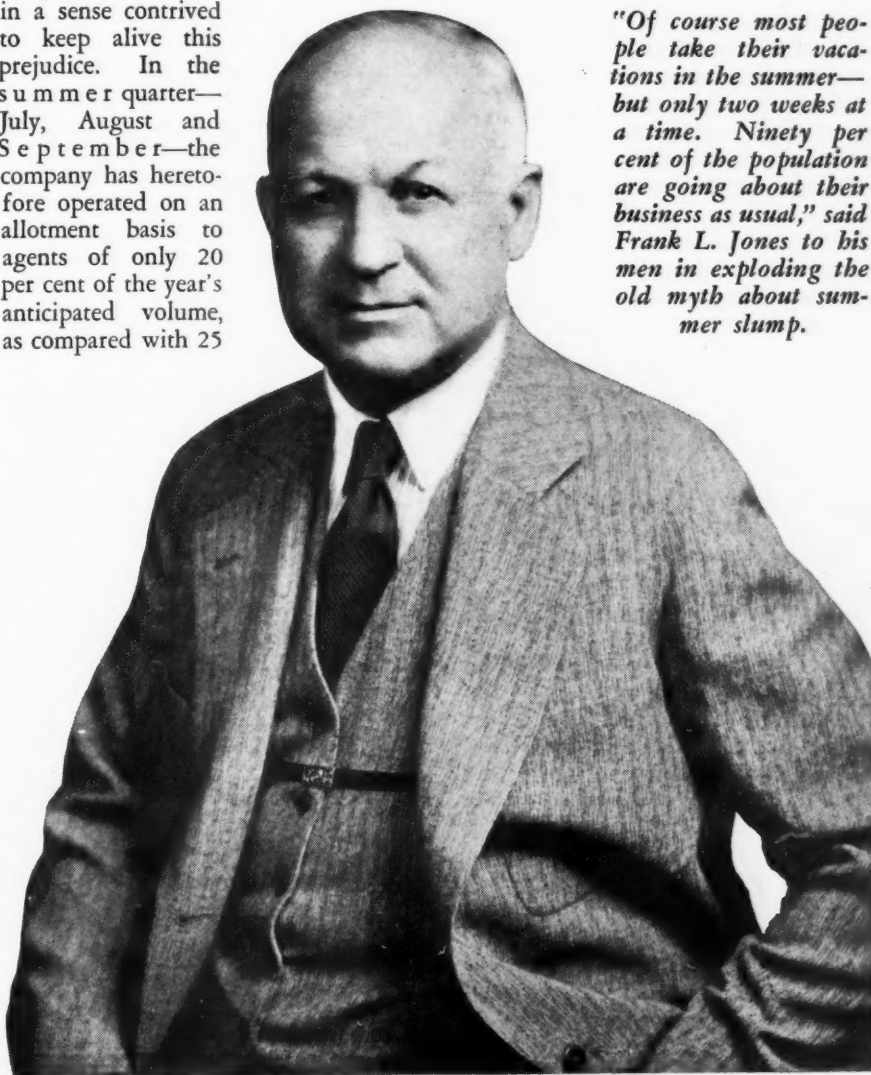
July has not only been considered the worst month of the year, but our company itself has in a sense contrived to keep alive this prejudice. In the summer quarter—July, August and September—the company has heretofore operated on an allotment basis to agents of only 20 per cent of the year's anticipated volume, as compared with 25

per cent for each of the first two quarters and 30 per cent for the last quarter.

In our plans for 1929 we changed this allotment system. In my own territory of Indiana, where I had been in charge of the Equitable agencies for twenty years, we operated on a straight 25 per cent basis for each quarter. Our results proved that the summer quarter can be made quite as productive as any other.

*(Continued on page 467)*

*"Of course most people take their vacations in the summer—but only two weeks at a time. Ninety per cent of the population are going about their business as usual," said Frank L. Jones to his men in exploding the old myth about summer slump.*



# Secrets of Successful Advertising and Merchandising in India

As told to a staff writer

BY H. J. DAVIS

Director, L. A. Stronach & Company of India, Ltd., London, England

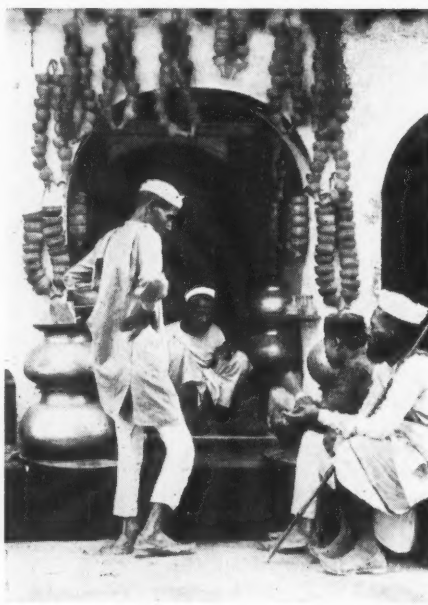
"A picture of a palm tree and a man in an old-fashioned sun helmet do not sell goods in India," this advertiser points out. Here he outlines the tactics that do make for success, telling what price policies should be adopted, what advertising mediums used, and what peculiarities of the market must be taken into consideration in packaging and trade-marking.

WHEN you ask if advertising is a paying proposition in India, I can only say that its value in big sales campaigns cannot be overestimated. During the past twenty years, I have studied the development of most forms of publicity in Hindustan and I can say that no country can show better returns per allocation than India. This applies to press, outdoor, films and all specialized forms of publicity.

The reason is not hard to find. Indian psychology permits a direct, simple appeal. To the Indian, every advertisement is news, provided it is planned with due regard to his susceptibilities, customs and usages. These latter, often override law, so established is custom in the Orient.

"How should one tackle the problem of intensive remunerative advertising in India," you ask? The answer is not easy, and before attempting it, I would like to bring manufacturers back to the subject of distribution.

Only when widespread distribution has been obtained and when selling prices are fixed, both in stores and bazaars, should advertising on a large scale be attempted. This matter of the bazaar selling price is all-important. For example, small dealers often will undersell the guaranteed retail price to obtain quick sales: on the other hand, others will advance the price to push a competitive line with a larger margin of profit. There is little commercial morality among Indian dealers and it behooves every manufacturer to see that there is neither cutting nor



*The vernacular papers are passed from hand to hand in Indian tobacco shops like this one.*

advancing of prices before his advertising appears.

In general advertising many firms fall down on "first causes." They fail to recognize that brand name trade-mark and circulars in several languages are all-important.

A brand name is a *sine qua non* in Indian marketing if it is to be successful. A name that is easily remembered and easy-sounding is invaluable in bazaar merchandising; a trade-mark, preferably an outstanding symbol of

every-day appeal, will make a product known in a short space of time among the illiterates, some 290,000,000 Indians.

Let me give you an example of the use of symbols that may interest your readers. When I stood for the Bombay Municipal Council, voting papers were cross-marked with symbols. Opposite my name was a tiger, opposite other names were such well-known Indian animals as the elephant, leopard, etc. The idea was that illiterates must vote. Needless to say, they voted for the symbol best known to them! Incidentally I was elected, my symbol being the tiger an animal universally known.

Therefore I advise all manufacturers to use a large, distinctive trade-mark, easily recognized by the Indian.

The question of packing and circulars is more difficult. It is impossible, if one has complete distribution in India, to arrange package literature suitable for all races and castes. This obvious difficulty is by no means easy to overcome and the safest method is to prepare the simplest, shortest "story" of the product and its uses.

I should also mention the importance of color. In a land of color, as India is, nothing appeals more than bright cartons and gay bazaars. Displays and bold contrasts will always rivet attention.

But make sure the colors are sun-fast! Many lines whose fading packages were the symptoms of premature decay are to be found in the limbo of lost merchandising hopes in India. The subject of the advertising schedule gives more room for thought and constructiveness than is generally required in the Occident. Diverse races and innumerable castes, with difficulties of approach, can be understood only by those who have made a study of the innumerable mitigating factors against successful publicity and who, from past mistakes, can direct copy appeal in its most effective style to the largest number of Indians.

Naturally, the same elemental advertising factors are as decisive in India as elsewhere. The daily and weekly press are essential. The newspaper plays a very important part in Indian community life; it is impossible to say through how many hands it





All photos by Ewing Galloway

*At the notion counter, illiterates always display interest in bright colors, but the colors must be sun-fast, this manufacturer points out. Many lines whose fading packages were the symptoms of premature decay are to be found in the limbo of lost merchandising hopes in India.*



*The small bazaar fabric shop, where the dealer may undersell guaranteed prices, or may over-price to push another line with a larger margin of profit.*

passes before being discarded. Certainly, it is read from cover to cover—the advertisements having at times as much value as the news.

For adequate coverage, the advertiser must use English newspapers, papers printed in English, and the best of the vernacular newspapers. For the first and second classes, the advertising may be along the general lines used in the Occident because the appeal is similar. For the vernacular papers, the greatest discretion must be employed, both as to their use and style of copy.

To reach the millions of India's buying population, the vernacular press is indispensable.

Space in vernacular papers should be twice as large as space in English papers. The size of type should be at least 12 point; illustrations should be true to type, every care being exercised regarding reader interest. A wrong appeal to any one community will damn your goods or prospects of sales in that community. By illustrating an advertisement in a Moslem paper with a Hindu temple, or featuring a sacred animal or a snake in an advertisement in orthodox Hindu jour-

nals, your prospect of sales may be ruined.

These are points which the Western advertising executive does not run across. Nevertheless they are fundamental in the business of advertising in India.

The advertising campaign will therefore embrace fully the three classes of newspapers named. The copy in the vernacular press should be word-perfect in dialect and the illustrations true to life for each particular race.

I cannot overemphasize the vital importance of translation. I recall one case in which a hair preparation became a remedy for most human ailments.

A picture of a palm tree and a man in an old-fashioned topee (sun helmet) does not sell goods in India. Fashions change in the East as they do here. Local color in the illustration is important but it must be correct. It must present actual incidents in Indian life, not fantastic Oriental designs inspired by artists with more imagination than practical experience of the East.

Specially written copy is absolutely essential. Cases in which familiar advertisements serve in India are rare.

Many selling points in American practice do not appeal to the Oriental and many valuable local arguments and racial characteristics are frequently overlooked by the manufacturer or his agents.

But to master the problem is well worth while. There is no greater market in the world today than India. Her needs are great and must be served from the outside for many years to come. The present position is more favorable than it has been within memory. For the past five years India's budget has shown a surplus; the rupee has been stabilized and immense schemes of public utility, such as irrigation projects and dock and railway extension, town planning and electrical developments, are in the process of completion throughout Hindustan. Everywhere the standard of living is on the upgrade and the rapid development of road and rail transport has opened up new and hitherto untouched markets.

This market can be conquered by American manufacturers, with the help of a carefully planned sales and advertising campaign. But its peculiarities must be studied.



# Wither Bound Retailing?

## Fifty Economists Answer

**G**ROUP buying, the future of instalment selling, the present position of chain and independent stores and more scientific methods in merchandising, were analyzed by fifty department store executives, bankers, editors, educators and economists, at a conference held under the auspices of the retail trade board of the Boston Chamber of Commerce and other organizations this week, to seek an answer to the general question, "Where Is the Retailer Heading?" Three hundred and fifty attended.

The first formal address was made by O. H. Cheney, vice-president of the Irving Trust Company, New York, who struck the keynote of the meeting in his talk on "Meeting Competition With Modern Methods."

Mr. Cheney emphasized the fact that "never before in the history of making and distributing goods has there been such discontent and ignorance." On the other hand, he confessed his inability to discover in retail merchandising of today a truly modern method.

"Surely," he explained, "the world is full of new merchandising methods—the big chains and bigger chains,

department store chains, robot automatic selling, instalment selling, retail stores for mail-order houses, mail-order departments for retail stores, direct-to-retailer selling, direct-to-consumer selling, wholesale houses with retail outlets, manufacturers with retail outlets, retail stores with cooperative wholesale departments, voluntary chains, house-to-house canvassing, leased departments, resident buying, cooperative buying—we could probably keep this list up all day.

"When I say that there is no modern method I am not depreciating the importance or the value of these developments. Some of them are not modern in any sense of the word and the others are methods which are every day revealing dangers and defects which make it impossible to hope from them for any real solution to our problems of distribution. Either these methods are simply old methods dressed up or else they are new variations which do not affect old principles one way or the other.

"I do not believe that we ever will have anything that resembles a revolution in distribution in the way it is being pictured by so many of us. We have come to personify the new industrial revolution in such men as Edison and Ford; we feel that if we wait long enough new Edisons and Fords will come along with something that will revolutionize distribution. I do not believe that this thrilling picture will ever come true. We'll be lucky if we ever get a Burbank who can successfully combine existing methods so that the result will be an improvement."

With regard to the question of brands, Mr. Cheney pointed out that "because branding and advertising have proved effective for many manufacturers, does that mean that it will be generally effective for distributors? Does that mean, necessarily, that the indiscriminate proliferation of brands and advertising campaigns is good—for anybody? It is a favorite lamentation of some of our aesthetes and some of our distinguished foreign guests that we are rapidly becoming a nation of standardized and regimented robots—that we all think



Joseph H. Appel

alike, play alike, eat alike. I think it should be made compulsory for every writer and every foreign lecturer to go through a grocery warehouse. We may be as alike as so many peas, but if we ask for a can of peas, which of several hundred brands and sizes will we get?

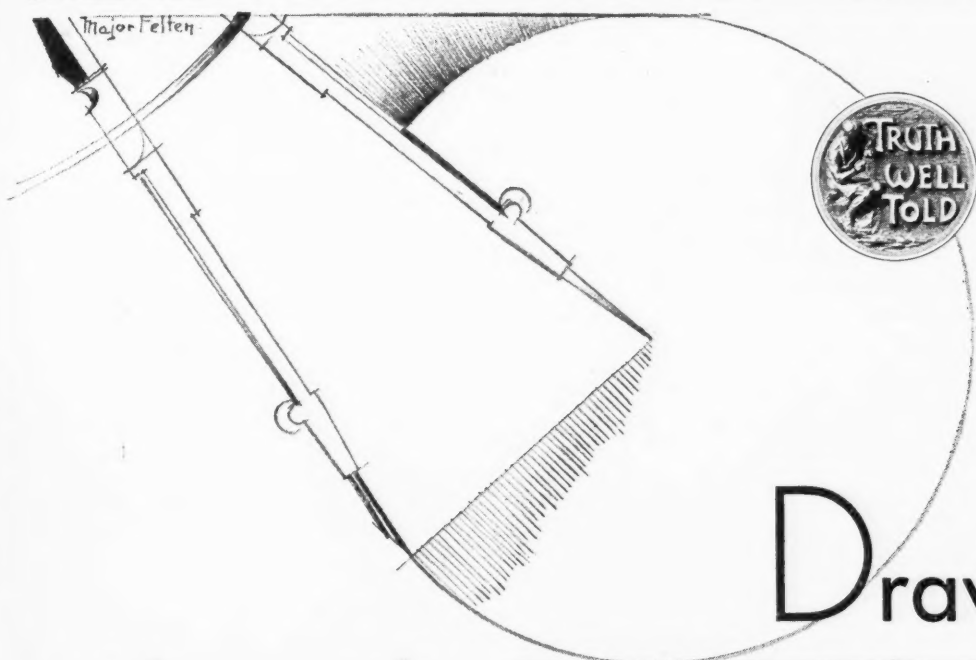
"Is the multiplication of brands the cause or effect of 'small-order' buying? 'Hand-to-mouth' buying is a good example of how increasing competition assumes weird disguises and how easily the average business man is fooled by false whiskers and blue glasses, which makes one kind of business development or type of competition look like something entirely different and makes it difficult to find causes or remedies. Are small orders the cause of more frequent calls by salesmen, or the effect? Can anybody answer this question?

"Which modern method is going to find for us the one answer to these and the ten thousand other problems of distribution? Is there a *one* answer?

"The basic difference in the problems of production and distribution," the speaker continued, "is not in



© Harris & Ewing  
Paul T. Cherington



Draw a circle with a radius of 500 miles • an overnight trip • around each of our nine North American offices and within these you have eight out of every ten people in the United States •

THE H. K. McCann COMPANY  
ADVERTISING

NEW YORK • CHICAGO • CLEVELAND • SAN FRANCISCO • LOS ANGELES • SEATTLE  
DENVER • MONTREAL • TORONTO • LONDON • PARIS • BERLIN

TO our advertisers this proximity means a nearness for service contact, a closeness to numerous market places for familiarity with them, and an intimate knowledge of consumer buying habits and their variations... So also with our foreign offices—London, Paris and Berlin. And being close to our clients' problems in thought—as well as in person—is not the least important part of our service.

operations, but in personnel—and material."

Mr. Cheney did not believe that selling ever could be mechanized. "After all," he said, "we must recognize the fact that the 'raw material' of distribution is not the goods, but the consumer. It is the buying consumer who must be wrought out of the undifferentiated mass of the millions of indifferent and non-buying people. Why do people buy? How do they buy? Where do they buy? Until distributors seek the true and complete answers to these questions, distribution problems will remain unsolved. There is so much hope in the coming Distribution Census that I hesitate to warn you that the resulting figures for many years will probably be woefully misused."

### Sams Sees Same Aims for Independents and Chains

"The objective of the chain store manager is, and should be, identically the same as that of the independent store manager," explained Earl C. Sams, president of J. C. Penney Company.

"If he is in the right job, he looks upon his work as a service to which his community is entitled," he said, "and he has a right to expect a reward only in proportion to the service rendered."

"In spite of the rivalry which exists between the chain and the independent store," the speaker pointed out, "the merchant in any community, regardless of prevailing requirements, should be the servant of his public. And this deduction applies with equal force to both the chain store and the independent."

"Viewed in this light, the relationship that properly should exist between chain and independent is that relationship which should exist between two men who happen to be engaged in the same kind of business."

Mr. Sams saw no essential difference between the two types. "The average chain store system," he explained, "is but the elongation of the independent store—a group of stores being operated by methods which have been proved profitable in a successful independent store. A store's subsequent growth into a chain store system, through the merchant's reinvesting the earnings of his single store in additional stores, is the only natural outlet of such a merchant's initiative."

"Reduced to its simplest form, the chain idea merely indicates growth."

"Generally speaking, the rivalry between the chain and the independent is not as great as has been supposed,"

he emphasized. "In many cases both independent and chain in a certain locality have not only stimulated the business of the independent merchants already there, but have brought in other independents."

"Not long ago my attention was called to an instance in which a chain store was located opposite a vacant lot. In minimum time thereafter stores were built on the lot and occupied by independent merchants who desired to be located as near the chain store as possible. Incidentally, both of them are today enjoying a thriving business."

"It is increasingly common for chain store representatives to be reminded by independent merchants that they consider the influence of the chain store a deciding factor in increasing the trading radius of a community. It has been proved in many instances that customers travel a great many miles further to trade in communities where nationally advertised chain stores may be found."

"However, a careful check-up reveals that it is not the chain store alone which profits from these out-of-town customers. They are inclined to look around to compare styles, values and prices. Moreover, the purchases for the entire family include many types of merchandise not carried in stock at the average department store. Specialty shops, hardware stores and other merchants get their full share of this out-of-town business."

### Frederick Urges Better Price-Fixing Methods

The need for basic changes in the attitude toward price and pricing of merchandise on the part of distributors, manufacturers and consumers, was emphasized at the meeting by J. George Frederick, president of the Business Bourse, New York City.

Mr. Frederick believed that "we are finishing with the era of narrow price-cutting, price comparisons, store-wide price sales and price profiteering. We need merchants and manufacturers with a broader conception of profit and price, based on a clearer understanding of the mathematics of turnover, and we will also win in this way a larger body of consumers with the new attitude toward buying. I believe that we face as great a fundamental change in the merchandising world as the change brought about by John Wanamaker in setting up the one-price system."

"Briefly put, I believe that the new factor of attitude toward price in re-

tail distribution will have these results:

"1. To induce more manufacturers to set lower prices as an aggressive basic sales policy; and to set them scientifically at points best calculated to stimulate consumption and meet the complex retailing situation."

"2. To induce retailers to greatly reduce their price-cutting obsession, store-wide sale practices and other narrow price and profit obsessions, including better understanding of turnover in relation to profit margins on branded goods."

"3. To induce both manufacturers and retailers to do constructive work in changing consumer price obsessions wherever such obsessions are standing in the way of appreciation of fitting standards of quality, style, health, enjoyment, progress and good living."

"4. To induce both manufacturers and distributors to observe a more meticulous code in the matter not only of secret or discriminating price concessions, questionable methods of dealing, special arrangements and discounts, but also in the matter of not giving away to the public their own legitimate, necessary profits at the peril of their own solvency. The whole range of financial inter-relationship, terms, cash discounts and other financial matters reflected in price and profit, needs still more sanitation and standardization."

### Krim Cites Advantages of Independent Store

F. A. Krim, president of Dunholm & McKay Company, Worcester, Massachusetts, believed that the position of the independent store is perhaps the "major question in the field of retailing today."

"In my judgment," he said, "its independence can be the cause of the success or the failure of the independent store. Its management can force the store ahead because it is unimpeded, or it can allow it to drag behind because it is uncontrolled."

He enumerated several advantages which the independent store has over the chain.

"1. The good will which the independent store that has been developed upon a sound foundation has in its community turns the steps of customers toward its doors. Its management is an influential factor in the community life and is recognized as such. The store is an institution in the community no matter how large or small the city may be, and if its reputation is right, people will be disposed to buy in that store because it is so well known and understood."

(Continued on page 462)



# AUTOMOBILE MANUFACTURERS ADVERTISE IN ALL FOUR GREAT CITIES OF NORTHEASTERN OHIO



WITH the exception of Rolls-Royce, every American automobile manufacturer who used space in Cleveland newspapers in 1928 was also represented with adequate advertising in the newspapers of Akron.

These 27 automobiles were advertised in *all* the great cities of northeastern Ohio—Cleveland, Akron, Canton, and Youngstown:

Auburn	Essex
Buick	Ford
Cadillac-La Salle	Franklin
Chevrolet	Graham-Paige
Chrysler	Hudson
DeSoto	Hupmobile
Dodge	Jordan
Durant	Marmon
Nash	Plymouth
Oakland	Pontiac
Oldsmobile	Reo
Overland	Studebaker
Packard	Willys-Knight
Peerless	

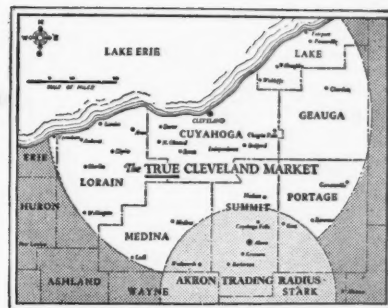
Falcon-Knight, Stearns-Knight, and Star were not advertised in Youngstown—but were advertised in Cleveland, Akron and Canton.

Erskine, Gardner, Lincoln and Stutz were not advertised in Canton—but were advertised in Cleveland, Akron and Youngstown.

Locomobile and Moon were not advertised in Canton or Youngstown—but were advertised in Cleveland and Akron.

If it were possible for Cleveland newspaper advertising to sell cars in Akron, Canton and Youngstown—if it were possible to satisfy the automobile dealers of these cities with the promise of a Cleveland newspaper campaign—these automobile manufacturers would naturally concentrate their advertising in Cleveland newspapers.

But it is obviously impossible to achieve "consumer-interest" or "dealer-influence" in Akron, Canton and Youngs-



Eight different market authorities agree with The Press that The TRUE Cleveland Market is, as pictured here, *small and compact*, approximately thirty-five miles in radius—not over 1,525,000 in population.

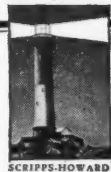
town with a Cleveland advertising campaign. The fact that every great automobile manufacturer advertises in every great northeastern Ohio city is proof positive.

More and more advertisers are learning that The TRUE Cleveland Market is all that can be reached thru Cleveland newspapers. And so—

In the first five months of 1929 The PRESS—with 93% of its circulation concentrated in The TRUE Cleveland Market—was the only Cleveland daily newspaper to publish more new-car automobile advertising than it did in the same period of the preceding year!

## The Cleveland Press

NATIONAL ADVERTISING  
230 Park Avenue, New York City  
Atlanta • Detroit • San Francisco



ADVERTISING DEPARTMENT  
400 N. Michigan Blvd., Chicago  
Philadelphia • Los Angeles

THE ADVERTISING

BUY IN CLEVELAND

# When the Government Says "Please Fill Out and Return"

BY JAMES TRUE

**N**OT many months ago, after a deluge of demands for remedial legislation had descended on Congress, the Senate passed a resolution instructing the Federal Trade Commission to make an investigation of distribution conditions brought about by chain store development. This fact is worthy of repetition because of its importance, and the obvious intention of the Senate was to establish an economic foundation on which to base intelligent legislation, if legislation were necessary.

The economic division of the commission set about the task and, under the direction of Dr. Francis Walker, has a remarkable record of achievement. It was expected its Senate report would be made without unnecessary delay. Now, however, the commission finds its economic division handicapped by gross negligence of many of those most insistent for relief.

## Expense of Follow-up

While the nature of some necessary information requires trained investigators, a great mass of data must be collected by means of questionnaires. By June 8 the economic division had mailed questionnaires with letters of explanation to about 12,000 wholesalers and 7,000 chain stores. Manufacturers may be covered later and preparation is now being made to obtain information from several thousand independent retail dealers.

Despite what seemed to be the fundamental interest of independent wholesalers in this inquiry, their attitude does not indicate it. It was necessary, on the first follow-up, to repeat mailings to about 75 per cent of the wholesale list, and to follow up from 65 to 70 per cent of the remaining list. This entailed considerable expense, with a consequent and serious delay, surprising because wholesalers were largely responsible for the investigation.

In hundreds of instances wholesalers excused themselves from answering the questionnaire because they owned no chain stores or did not sell to them. Others reported chains were not a serious problem with them and for this reason they did not need to fill in the questionnaire. Apparently,

more than half of the 12,000 wholesalers who received the questionnaire originally dismissed it thoughtlessly, and the remainder gave it no consideration whatever. Only a small percentage of the wholesalers filled in the questionnaire correctly and returned it promptly to the commission. The small number of responses made necessary a first and second follow-up. The volume of returns is still so low that a third and possibly a fourth follow-up may be necessary.

All this means that the Government is being put to needless expense, and that an important activity is being hampered and delayed because of the gross negligence of business men apparently unwilling to cooperate in an effort to aid their own industry.

Recent experiences of the Federal Trade Commission and the Department of Commerce show much reluctance and carelessness on the part of various business concerns in answering carefully the questionnaires which form the basis of field investigations. This article points out that cooperation of business men with the Government in these projects will result in material benefits to industry.

A recent article criticizing the chain store schedule, which is more elaborate than the wholesale schedule, sums up the attitude of many organizations toward the questionnaires. Criticism in this article was made on five grounds: that the commission was "apparently not well advised or fully informed" and "seems to have fallen into some error," presumably referring to preparation of the schedule; certain interrogations are private; questions are frequently obscure and "expressed in incorrect phrases"; some questions are "utterly foolish and impossible"; preparation of replies will require "months of expensive research."

It is evident this article was written with no knowledge of the care with which the schedules were prepared. The content of the questionnaire for each group was taken up with leading

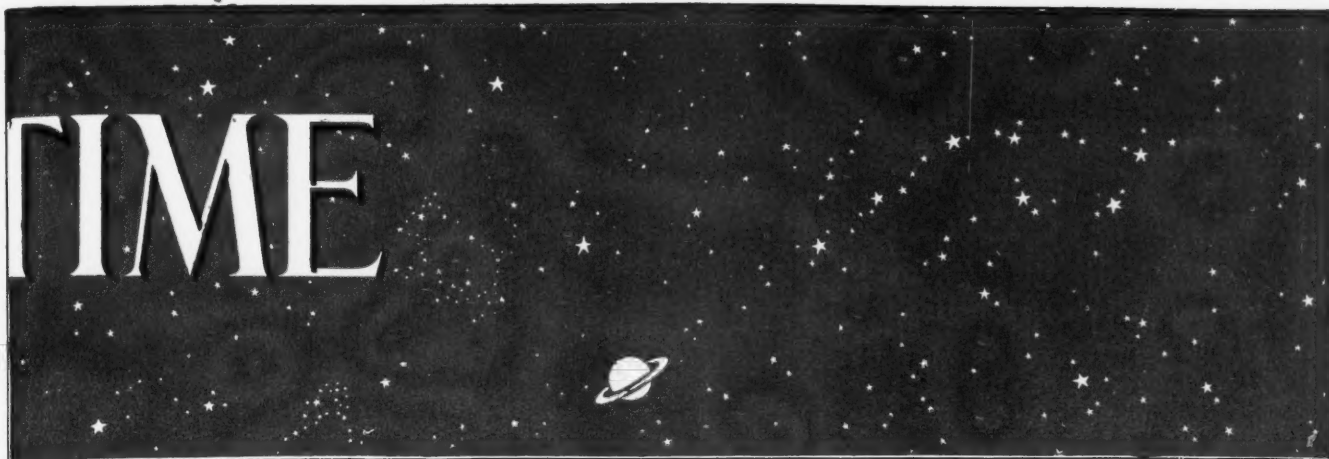
organizations, and, in the case of chain stores, with those engaged in five different lines of merchandising. Hence it can be said that qualified representatives of wholesalers, retailers and chain stores not only aided in compiling the questions but, in a measure, approved the content of the questionnaires before they were sent. Furthermore, before its conferences with such representative distributors, experts had been engaged for some months in research and field work for preparation of the questionnaires.

The financial data requested by the schedules consist solely of balance sheets, income and operating expense statements, average monthly inventories and bills payable for certain years. Except for the inventory data,

the figures requested are practically identical with those the commission has customarily procured from various industries in the last fifteen years.

The criticism that questions are obscure is due, possibly, to the fact that certain inquiries are not applicable to particular chain store organizations or wholesalers, or because their records are not comprehensive and complete. But the letter accompanying the questionnaire requested the recipient to communicate with the commission if he found difficulty in answering the questions.

The article cites, as an example of inane questions, those inquiring into losses from shortage, spoilage, theft, etc. Before the schedule was prepared it was ascertained that certain chains had this information, and at the time the article was published schedules



TO REACH THE MOST INFLUENTIAL U.S. FAMILIES •• ECONOMICALLY, EFFECTIVELY.

## *We Boldly Predicted 500 Inquiries*

Three weeks later the advertiser wrote:  
"1,200 inquiries already."

This was the experience of  
the Tillman Survey of Boston.

TIME says: "Key your copy  
—if your product or service is  
of a character to appeal to  
TIME'S readers."

Put TIME to the test.

PULLING-POWER  
VITALITY

*Write the Promotion Manager to tell you  
how accounts such as Babson, Brookmire,  
Davis Fish, Duke Power, Rolls Razor, have  
pulled in TIME . . . 205 E. 42nd St., N. Y.*

THE VITALITY OF TIME'S PAST AND PRESENT INSURES TIME'S

FUTURI



containing this information had been received. The statement was also made that no chain drug store can intelligently tell how many items it handles, but many returns prove this erroneous.

Finally, as to the claim of undue amount of work required to compile the information, the commission does not intend to burden any business organization unreasonably. Schedules were prepared with the knowledge that many companies do not keep records permitting answering certain questions; but, in such cases, frequently there is sufficient information to give percentages or other figures with substantial accuracy. The financial schedule comprises about one-third of the questionnaire in the chain store inquiry, and much of the requested data can be copied directly from income tax returns. Therefore, the statement that the preparation of the financial portion requires months of expensive research borders on the absurd.

### Facts Wield Influence

It is not surprising that many unaccustomed to such inquiries should think the chain store questionnaire formidable, after a casual glance. But when the questions are examined carefully, in relation to the business to which they apply, it is difficult to see how they could have been made much simpler in view of the Resolution terms.

Many complaints on the cost of answering the questions have been received, but, in most cases, investigation has shown them to be absurdly fallacious. In one instance the president of a large company, in returning a questionnaire, stated that labor involved had cost his company at least \$5,000. The statement appeared so absurd, in view of the small amount of information requested, that a commission representative went directly to the company's chief auditor to inquire into the matter. He was informed that one of the auditor's assistants had been detailed to fill out the questionnaire and that the work had required about four hours. This fact was then disclosed to the president and some time later he withdrew his former statement.

It cannot be denied that such government investigations have been an invaluable influence in teaching business men the facts. Some years ago the Government's inquiries into manufacturing costs gave impetus to the movement finally resulting in practically every manufacturer knowing what it costs to produce his goods.

The benefits to industry are inestimable, and now the Government's efforts to determine the essential facts of distribution will undoubtedly result in even more valuable benefits to industry, if the various Government organizations can secure the cooperation of business men.

The investigation, if it is successful, will not only prevent useless legislation, which always works havoc, but will also make available for the first time basic facts indispensable to solv-

ing many costly problems of distribution. It promises to aid, both directly and indirectly, every organization interested in the distribution of merchandise, and for many concerns its results may be the means of preventing disaster. Therefore, it is not only advisable but necessary that every intelligent manufacturer, wholesaler, independent retailer and chain store operator answer the present and future Government questionnaires to the best of his ability.

## A Sampling Campaign "Makes Hay" During the Off-Season

BY MANDUS E. BRIDSTON

THE ice cream industry is at its lowest ebb during the winter months, even in the more temperate Pacific Coast states; but it is not a period of idle waiting for the Western Dairy Products Company, Seattle, Washington, operating ice cream factories in most of the west coast cities.

This company has adopted a dull-season policy seeming applicable to many lines. Basically, it boils down to a program of sampling the major product in a novelty garb, that not only keeps the factory wheels turning during the dull season, but paves the way for a greater consumer demand for Sunfreze ice cream in the peak season.

The special winter product of this company is fancy ice cream, in novelty forms and colors, such as animal, flower and fruit forms, lodge and club emblems, military and patriotic insignia. They are works of art, intended as much for table ornaments as for desserts.

So much special equipment is needed for these forms, and so exacting a skill is required in manufacture, that the margin of profit cannot be as great as on the staple lines, brick and bulk ice cream.

"Though we make a profit on this winter specialty," said A. Robbins, vice-president in charge of sales, "we believe the advertising value is more important. Like most manufacturers, we are convinced that the greatest publicity for our product lies in its use. Though we are constantly exploiting ice cream as a food, an all-year-round product, nevertheless we are faced with a falling off of production during the winter months. We have taken advantage of this condition to promote a program of sampling

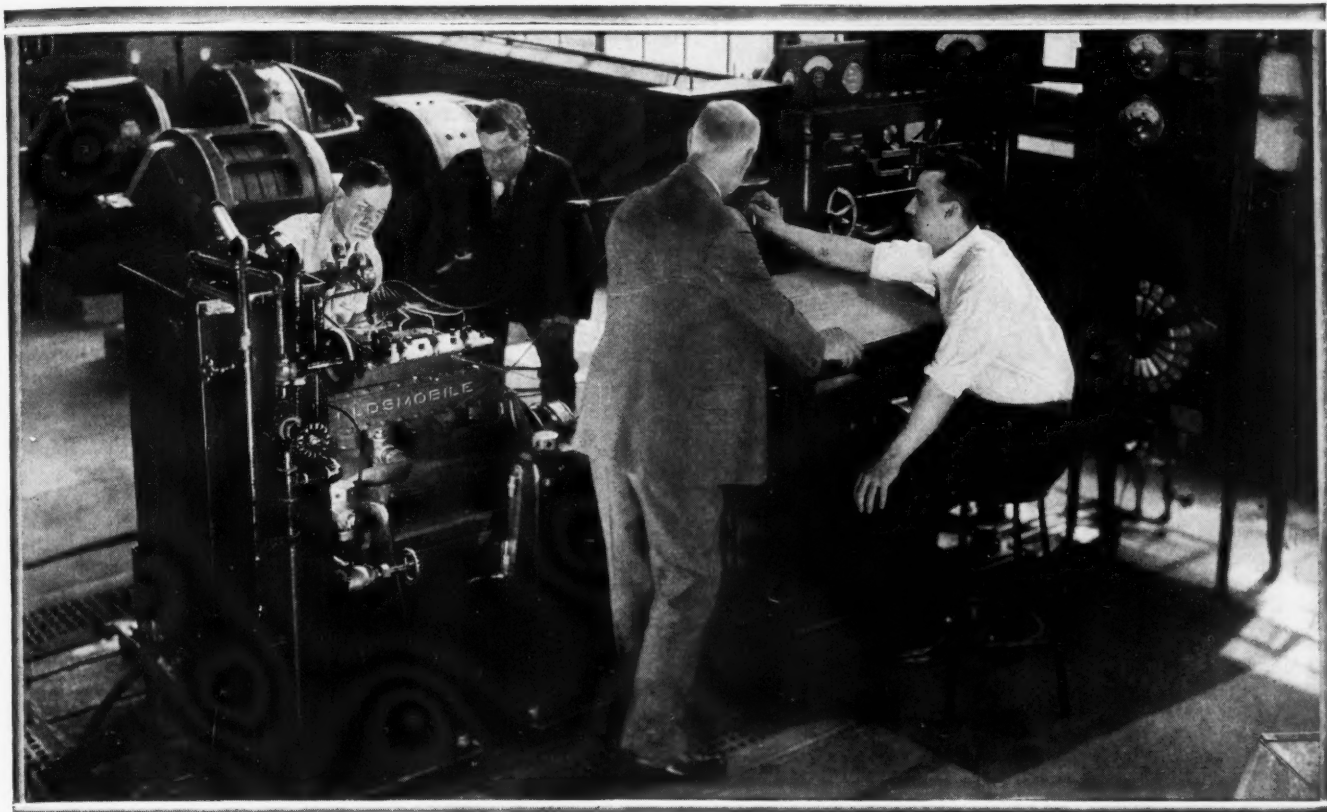
among consumers, for that's really what our fancy ice cream department does. What better place to sample a food product than at a dinner party or other social gathering? Imagine the comment of guests when the hostess serves her ice cream dessert in the form of a "Book-Lover's Cake"—three layers of fancy ice cream in the form of a closed book, with the title inscribed; a handwritten telegram, a beautiful rose, an automobile or Santa Claus. This dessert is merely 'Sunfreze' dressed up in party clothes, to whet the winter appetite and impress the firm name and brand."

Thus to dress up a staple line with fancy frills may reduce the margin, but this company has found that utilizing the slack period in featuring the specialty line is a worth-while endeavor in creating greater prestige for the staples. The ornamental ice creams are all made to order, and this further precludes the volume of the specialty reaching the proportions of the staple.

Furthermore, the fancy ice creams, dressed up in holiday garb, give the advertising writer a new angle of approach. For instance, newspaper advertising Thanksgiving featured ice cream in the form of a turkey, pumpkin pie, pumpkin or horn of plenty. Likewise on Christmas and New Year, this staple product was given a special holiday appeal.

But being a specialty line, and a made-to-order product at that, it presented a very distinct merchandising problem. This firm sells only through Pacific Coast dealers. Dealers, as a rule, shy clear of specialty lines requiring more personal salesmanship than staples. How to reach the consumer? The question was answered

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## First Comes Sound, Progressive Engineering

In building a motor car, everything begins with engineering. No amount of pains in the selection of materials, no amount of skill in workmanship, no amount of care in inspection will take the place of sound, progressive engineering design.

Oldsmobile recognizes this fundamental truth. And in order that its engineering may be of the finest, Oldsmobile has brought together a staff of talented and experienced men—and placed at their disposal every aid to modern engineering.

The creative thinking which makes Oldsmobile a car that does all things well is the product of a group which is not dominated by individual opinion. Any and every idea is given full consideration, so that the best may be selected through a long process of testing, proving, and comparing of results. Changes in Oldsmobile design are always made for the sake of progress—never for the sake of change alone.

On the Oldsmobile staff are experts in every branch of automotive engineering—men who have demonstrated creative ability along many lines. They are keenly sensitive to the requirements of the modern motorist. Their greatest joy lies in accomplishment. Their highest am-



bition is to contribute some new advancement to Oldsmobile and, through Oldsmobile, to the motoring public.

At the command of these men are all the vast resources of Oldsmobile and General Motors. They work in their own complete and fully-equipped engineering and research laboratories, drawing upon the experience of General Motors Research Laboratories and availing themselves of the skill of Fisher artist-engineers. And, day in and day out, month after month, these Oldsmobile engineers prove the products of their efforts by the facts developed in grueling tests on the great General Motors Proving Ground.

The ever-increasing success of Oldsmobile is evidence of the ability of these men. Brilliant engineering is responsible for Oldsmobile's efficiency and dependability—for its spirited performance and restful comfort—and for the low price at which these fine motor car qualities are available.

Oldsmobile is dedicated to quality manufacture, to honest advertising and selling, and to a broad, sincere service policy. But first of all, and above everything, Oldsmobile believes in sound, progressive engineering as the foundation on which to build.

**OLDSMOBILE**  
PRODUCT OF GENERAL MOTORS



# A Wholesaler Tells What Lines He Pushes and Why

BY J. M. RADFORD  
President and General Manager  
The J. M. Radford Grocery Company of Texas

**P**ROBABLY because we cover such a large and prosperous territory in Texas and New Mexico from our main house and twenty-seven branches, hardly a day passes that some manufacturer does not ask us how he can secure our merchandising preference for his goods. In answering the question, we always emphasize the importance of the manufacturer's selling policy, which is the deciding factor with us in every case, regardless of every other consideration.

It is not enough that the manufacturer's policy shall merely outline a fair and definite method of selling; it must include a careful selection of only those wholesale distributors who will cooperate in maintaining the policy. A common loyalty between the manufacturer and his distributors is essential to profitable merchandising. Without it the manufacturer's policy cannot be maintained, and a wholesaler who will not support a fair selling policy will do the manufacturer's distribution more harm than good. To my mind, loyalty is the greatest asset that any manufacturer and wholesaler can share, and my conviction is the result of my experience in distributing food products for more than forty years.

During this period I have had the opportunity of observing the rise and fall of many brands of merchandise. Some of these brands are still on the market, and are still growing in popularity. But in every case, as far as I have been able to determine, every surviving brand is marketed on a fair, clean sales policy, and its merchandising is backed up by its manufacturer with the loyal support of his wholesale distributors.

I have in mind particularly the Cream of Wheat Company, as a typical example of a large manufacturing concern that has maintained an excellent sales policy over a period of many years. This concern has always insisted that its product be distributed



fairly and equitably, and as far as I know there never has been a deviation from its policy.

Apparently, the Cream of Wheat Company selects its wholesale distributors as carefully as its officials and salesmen. Therefore, its wholesalers are loyal and have respected the uniform selling plan and all other requirements of the company's merchandising policy. Cream of Wheat pays the distributor a fair profit, always an element of any adequate policy, and it has been my pleasure, as the managing head of our business, to urge our sales department to give this product its hearty support.

Another manufacturing concern which has always shared a high degree of loyalty with its distributors is the Faultless Starch Company. It has always been the policy of this company to select its wholesalers with the greatest care, and it always has insisted that its goods be distributed with a fair profit to itself, the wholesaler and the retailer.

Like all other manufacturers who operate under satisfactory sales policies, the Faultless Starch Company con-

sistently has refused to sell desk jobbers and other distributors whose business practices disorganize the established, orderly distribution of merchandise. Neither will the company sell any wholesaler who is unreasonable and who will not conform to the Faultless policy of distributing the product. With a great many other wholesale grocers, we find the policy of the Faultless Starch Company to be commendable and very helpful, and we express our appreciation of their intelligent cooperation by giving preference to their product whenever and wherever we can.

While profit is, of course, an interesting inducement to push the sale of certain items and lines of merchandise, neither the manufacturer nor the wholesaler should lose sight of the fact that many other elements which control the distribution of goods may be of considerably more importance. Certainly, it is an unwise practice for a wholesaler to push any line of merchandise, regardless of the amount of the profit, if he has no assurance he will be allowed to retain the business he builds up on the goods. It is largely the manufacturer's policy which makes the difference between merely selling his goods at a profit for a year or two and building up a business that will remain a lasting satisfaction to both manufacturer and wholesale distributor.

## More Than a Fair Profit

The manufacturers I have mentioned, together with many others whom I would like to name, besides assuring the wholesaler of a fair profit on every sale by maintaining their sales policies, strictly keep in mind the fact that they are financially interested in their products beyond merely putting them in the wholesaler's warehouse. Most of them advertise judiciously, and all stand squarely behind their products and, in every way possible, assure the utmost satisfaction to the jobber and retailer alike.

Unfortunately, some manufacturers of nationally advertised products appear to consider only obtaining the widest possible distribution, with no thought as to the heavy cost and demoralizing effect of the duplication of selling effort on the part of wholesalers, and without satisfactory remuneration for the costs and profit of the function of wholesale distribution. These manufacturers seem to think, because their goods are widely advertised, the wholesaler should distribute them for an insufficient profit or no profit whatever. When we find a manufacturer failing to maintain a fair

(Continued on page 466)



**\$5,383.38 SAVED  
IN SIXTEEN MONTHS**

*That's what  
Pontiac quality did for  
this company\* in repair  
costs alone*

A large eastern concern has a fleet of 53 salesmen's automobiles, 36 of which are Pontiacs. The total mileage of this fleet for the 16-month period from January 1, 1928, to April 30, 1929, was 867,142 miles. Of this total the Pontiacs did 672,897 miles or an average of 18,691 miles, per car. The other 17 cars, of different makes, practically all in the same or lower price classes, totaled 194,245 miles, or an average of only 11,426 miles per car.

Accurate records show that despite the far greater mileage recorded by the Pontiacs, their repair costs averaged 8/10 of a cent per mile less than those of the other makes of cars in the fleet—a saving of \$5,383.38 on the total Pontiac mileage.

Add to this figure the money value of Pontiac's extra time on the road—time which other cars waste in repair shops—and you begin to appreciate the true meaning of the quality that's in Pontiac Sixes—why they are so popular for business use.

Write to the Fleet Department at the factory for full information about the still greater economies provided by the Pontiac Big Six—the remarkable durability of their bodies by Fisher—their many advanced engine features leading to longer life and low cost performance. We will also send you our Fleet Owners' Plan and the Fleet Executives' Experience Book—both of the greatest value to anyone interested in reducing the cost of selling and distribution.

OAKLAND MOTOR CAR COMPANY, PONTIAC, MICHIGAN

\*Name, address and free information furnished on request.



Pontiac Big Six, \$745 to \$895, f. o. b. Pontiac, Mich., plus delivery charges. Bumpers, spring covers and Lovejoy shock absorbers regular equipment at slight extra cost. General Motors Time Payment Plan available at minimum rate.

Consider the delivered price as well as the list price when comparing automobile values . . . Oakland-Pontiac delivered prices include only reasonable charges for handling and for financing when the Time Payment Plan is used.

**PONTIAC**

**BIG SIX**

PRODUCT OF GENERAL MOTORS

**\$745**

C O U P E

f. o. b. Pontiac, Michigan

Where installations of new industrial equipment represent a very large investment, a number of manufacturers have found a deferred payment plan, based on lowered costs per piece or job, effective in overcoming buyer resistance. The equipment is thus made to pay for itself out of savings.

## The Pay-Out-of-Profits Plan for Selling Industrial Equipment

BY HERBERT KERK

**B**Y eliminating the gamble on the part of the customer as to the eventual performance ability and money saving to be made from the installation of new industrial equipment and substituting therefor a development of the consumer's deferred-payment plan, several industrial equipment manufacturers are increasing their sales gratifyingly.

A great deal of industrial machinery is sold in very large units. The major selling emphasis in distributing industrial machinery is the savings new equipment will make. However, with a new product which has not yet become standard, it is often difficult to convince the buyer to take a chance on installing expensive machinery on the promise that it will save in production. Not only is there a money risk, but in certain types of manufacturing such as process work it is necessary to halt production to install this machinery, a heavy expense to new companies these days of large production and small profits.

### \$150,000 Oil Installation

How an economical deferred-payment plan was able to build a large volume of business for an equipment manufacturer is shown in the case of a manufacturer of oil refinery equipment. A few years ago this company developed machinery which meant a great saving in production cost. The equipment, however, cost \$130,000 and necessitated a production shutdown during its installation period. The savings predicted for this machine could be definitely shown on a drafting board. All that remained, it would appear, was to put this product over in a big way, but the company faced a sales snag. The oil driller would not take the rise of \$150,000 to put in new equipment. His present

method was working perfectly and he had no guarantee how long before the reservoir beneath the ground would run dry. He admitted the advantages of the new process, but hated to take the chance. So the company, in order to overcome these difficulties, sold the oil company on the basis of paying for this equipment out of the money actually saved in production. This was an effective talking point because the buyer accepted no responsibility whatsoever. In the articles of sale the company agreed to install their complete equipment (sharing installation and shipping costs), and that, as the equipment saved a scientifically predetermined amount per barrel in the cracking process, the manufacturer would get payment for the machine by deducting this amount on every barrel so processed. However, in view of the fact that the manufacturer took all of the responsibility the buyer further agreed to pay the manufacturer a small royalty on every barrel processed over the amount actually due for the equipment. As a result of this sales policy, the manufacturer has sold thirty such sets of equipment and is at the present time some \$800,000 behind on unfilled orders.

### Selling Fruit Exchanges

Another example of the deferred-payment plan in the machinery equipment field is the method a large refrigerating equipment manufacturer uses to sell Western fruit exchanges. It has been found advantageous to pre-ice the fruit before it is canned. This method is a refinement and is admitted to be well worth the expense by the fruit growers. However, each piece of equipment costs something like \$50,000, and, since fruit growers act cooperatively, it has been difficult to sell the individual fruit growers the

advantage of investing such a large amount of money for a refinement in the canning of fruit. The fruit growers, generally speaking, borrow money to operate on and therefore have none available to invest in refrigerating equipment.

This refrigerating company put its proposition to the cooperative fruit growers in such a fashion that its equipment is going into a great many plants. The refrigeration equipment company is installing and guaranteeing its equipment. Payment for the equipment is made on the basis of seven and one-half cents per crate of fruit iced and is collected by the cooperative association and paid directly to the refrigerating company.

### Caterpillar Tractors

This same method of selling has proved an excellent sales aid to a manufacturer of a whirling knife device used to cut off tufts of cotton from the seed casing of the cotton seed. This device is much more efficient than common methods in use. But here again the potential purchaser admitted the saving possibilities of this machine but would not risk the investment. The company making these whirling knives installs the equipment and the purchaser pays it off at the rate of twenty-five cents a ton of cotton seed so processed.

In the sugar fields of Cuba a caterpillar tractor manufacturer is selling many units of his product by means of a similar deferred-payment plan. In this country it is particularly difficult to introduce to the small cane grower the advantages of the caterpillar tractor as against the old and time-tried oxen and cart methods of transporting cane to the "central" or mill. However, by giving the equip-

*(Continued on page 460)*



**T**EN cents a thousand added to the price of fifty thousand envelopes is not fifty dollars—it is *five dollars!* Or fifty cents a thousand on a hundred thousand envelopes is not five hundred dollars—it's only fifty dollars!

And yet, most folks make these simple errors in figuring the small difference in price of good envelopes versus inferior ones.

Whether you have one thousand dollars, or ten thousand dollars tied up in the production of a beautiful catalog or booklet, you should use appropriate envelopes to *insure* its proper presentation. It will only increase your *total cost* an insignificant percentage. A cent or two extra per book or catalog invested in a good envelope insures its reception and effectiveness.

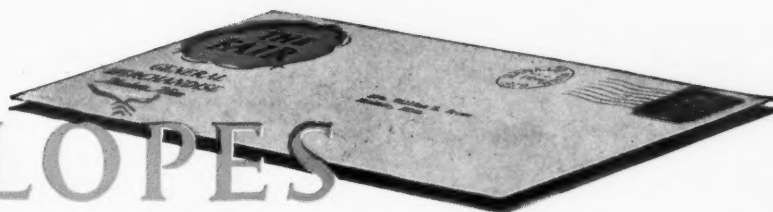
And your daily correspondence or circular letters—did you ever calculate the cost of writing, or reproducing letters? Add to that cost, the cost of the materials used, and then figure the downright

**FIGURE  
THIS OUT  
*please!***

common sense of using good envelopes to guarantee favorable *first impression*. And first impressions build business! The profit from one sale will probably buy a truckload of good envelopes, whereas one mailing of inadequate envelopes, bought on price only, may kill a thousand sales.

There's more money to any manufacturer in selling his product and *pocketing* the profit, than in trying to save a *few* dollars on such important things as envelopes and thereby sacrificing *many* dollars in profit. Figure it out yourself! Can you afford not to use good envelopes?

**GOOD  
ENVELOPES**



**ARE JUST GOOD BUSINESS**

BUREAU OF ENVELOPE MANUFACTURERS OF AMERICA, 19 WEST FORTY-FOURTH ST., NEW YORK CITY

© 1929 B. E. M. A.



# A Miniature Package Promotes a Standard Package

BY HENRY KING

**T**O promote the sales of its pound and half-pound tins, the French Maid Cocolat Company, of New York, manufacturers of a chocolate, cocoa and powdered-milk mixture, has introduced a small, ten-cent package, arranged in an attractive counter display. Through this method of sampling, the company is building sales for its standard size packages.

The uncertain results netted from normal sampling caused the French Maid company to try out this method of sampling, which puts some value on the product in the eyes of the consumer. Instead of bombarding him haphazardly with free samples, this company offers him a bargain and a chance to try its product at a minimum cost of ten cents. The attractive counter display which holds this sample size of Cocolat announces the cost and the amount in the packages.

Another danger of haphazard sampling has also been eliminated by introducing this small package. This company believes that samples are too frequently misused by consumers, with the result that few permanent consumers are gained, in spite of the great amount of money spent on free samples.

This new package hinders such misuse, as portions are measured by the manufacturer, and the only operation left to the consumer is that of mixing the chocolate. The package contains three portions, enough for three drinks. Each is put up separately in a paper bag, leaving only the liquid to be measured by the user.

Added to the benefits of having the product properly used and the sample assume value in the eyes of the consumer is that of the slight profit made possible by this method of sampling.

The samples are enclosed in cellophane, to prevent absorption of moisture by a product usually found in tins. The cellophane shows off the product through a circular front in the package.

The counter display holds sixteen of these sample packages in two tiers, one of which is supported by a third tier, also containing

*The sale of larger cans of Cocolat is promoted by the smaller packages. One can is shown in this counter display.*



*This counter display is also a carton for the ten cent packages of Cocolat. The package displays the product through the cellophane circles in the front of the box.*



eight packages, on the level with the first. A feature of this display is the fact that it also serves as a shipping container for the twenty-four packages. The display may be set up on the counter without removing the packages simply by pushing back the first tier of packages, fastening a flap at the bottom and pulling the top display panel into view.

Unlike many counter displays, the French Maid display is designed to make impulse sales. If a prospect removes a package from the display, the trade-mark of the supply of packages under the top row, and otherwise hidden, comes into view.

An additional counter display for the standard tins of Cocolat has also been prepared, to show that the product may be bought in larger sizes. This display is merely that and not constructed to make impulse sales, as is the sample package display. It is simpler and designed to take up very little space as it holds only one of the large containers.


# A MODE

Modern design—with its planes, angles, contours and lines of light and shadow—is a mode that lends itself admirably to photography, reproduced perfectly by rotogravure. On newspaper or booklet page a picture such as this speaks volumes. It is indispensable to the advertiser whose product is in the new mode, has an unusual form. Make your products known through believable pictures of them.



**Kimberly-Clark Corporation**  
Manufacturers of Rotoplate, Hyloplate, Primoplate,  
Servoplate. Perfect Papers for Rotogravure Printing.





## *There's a Sequel*

To the reception accorded the postman there is a sequel—the treatment given *your* mailing piece. You have a few seconds in which to gain attention for minutes. Isn't it a picture that gains those eventful seconds? Then rotogravure is the process by which to prepare your message. Rotogravure reproduces pictures perfectly. And there is among the rotogravure papers made by Kimberly-Clark one that, for any purpose, will give you satisfying results. Rotogravure Development Department, Kimberly-Clark Corporation, 208 South LaSalle St., Chicago, welcomes questions on rotogravure. Send them yours.

**Kimberly-Clark  
Corporation**

*Established 1872*

NEENAH, WISCONSIN

New York:  
122 E. 42nd St.

Chicago:  
208 S. LaSalle St.

Los Angeles:  
510 West 6th Street



## Feiker Asks Retailers to Curb Optimism over Marketing Census

"At best, the first census of distribution is not going to be satisfactory to anybody," Frederick M. Feiker, managing director of the Associated Business Papers and chairman of the advisory committee appointed recently by Secretary of Commerce Lamont to supervise this phase of the 1930 Census, told executives at the Conference on Retail Distribution in Boston this week.

(Abstracts of a number of the addresses at the conference appear on pages 436 and 438 of this issue of SALES MANAGEMENT.)

"Most people will test the results of the census by asking the question: 'What can I get out of it as an individual?'" Mr. Feiker said—adding that the "individual cannot get anything out of it, directly."

He said that the census would provide the "first general background for an economic picture of the country" ever obtained, would give Congress and business something to visualize, would prevent much waste of time in useless discussions which have ensued in the past because no such "picture" was available, "in short, would provide a fact foundation on which to work."

He likened the results of the census to a reservoir of common knowledge from which streams of valuable statistical information would flow to trade associations, business groups, the trade and business press and individuals. The greatest immediate benefit would be an educational one, a flow of knowledge of the best practices and the worst practices, so that those who are using the latter can adopt the former.

Mr. Feiker was one of five members of the Distribution Census Committee who took part in the meeting. The others were A. Lincoln Filene, chairman of William Filene's Sons, Boston; Henry S. Dennison, president, Dennison Manufacturing Company; Paul T. Cherington, director of research J. Walter Thompson Company, and Willard E. Freeland, professor of marketing, Massachusetts Institute of Technology.

That the great majority of the 6,500,000 farmers in the United States will be organized and will be marketing their products through huge cooperative organizations in five years was the prediction made at a luncheon on the first day of the conference by Aaron Sapiro, cooperative marketing expert, who played a prominent part in or-

ganizing the Canadian wheat pools, the Burley Tobacco Association and other cooperative marketing organizations.

Mr. Sapiro said that the organizing of the farmers would be brought about indirectly by the newly created Federal Farm Board. This board cannot treat with or help the farmers sell their products as individuals or small local organizations, he stated, and consequently the farmers will organize to obtain the help of the board.

He paid high tribute to the members of the board. He stated that the huge farmers' cooperative marketing associations would be organized by commodities, rather than by localities, and characterized organization for marketing by commodities as the only sound method.

Mr. Sapiro added that if farm products become somewhat higher priced as a result of the development of such a marketing system, it will be because such prices are justified, for the cooperative marketing association is an automatic safeguard to the consumer and an automatic destroyer of the organization which tries to obtain unwarranted high prices. He cited examples, notably that of the raisin growers, showing that seeking of unfair prices, not governed by natural conditions, brought disaster to cooperative marketing organizations.

David J. Woodlock, manager-treasurer of the National Retail Credit Association, speaking on "The Retail Credit Trend," told the meeting that "the trend in retail credit as a factor in retail distribution is ever upward, and as long as it is safeguarded by intelligent granting and prompt collections it will be a sales promoter and profit producer."

"So important has credit become to increased volume that within five years I believe that the chain stores, which now have a cash and carry system, will grant credit to customers."

### Times, Chicago's First Tabloid, Makes Debut

The *Daily Illustrated Times*, Chicago's first tabloid, made its debut this week, published by the reorganized Journal Company, formerly publishers of the *Chicago Daily Journal*, which has been merged with *Chicago Daily News*. The principal stockholder is S. E. Thomassen.

## Lever Brothers Join in a \$350,000,000 Margarine Merger

An amalgamation involving \$350,000,000 capital was announced this week by Lever Brothers, British soap manufacturers, and the Margarine Union, a Dutch-English combination, which, with its parent company, Margarine Unie, has dominated the margarine trade of Europe. Both in the amount of capital and the world-wide ramifications, the two companies make this one of the largest fusions in modern British industrial history.

The Lever Brothers' profit last year was £5,274,075, whereof £4,895,533 was absorbed in dividends on preference and preferred stock. Margarine Union has issued capital of £3,600,000 and controls big distributing interests in England, including Lipton's Stores. The Dutch Margarine Unie is even larger, with issued capital of 150,000,000 florins. According to the latest figures available, the combined issue of capital of the two companies is £14,851,753, and the combined general reserves £4,147,043.

### Radio-Victor Appoints Marshall Ad Manager

W. L. Marshall, who in the past twenty-one years as an executive of the advertising department of the Victor Talking Machine Company has supervised the investment of more than \$60,000,000 in advertising, has been appointed general advertising manager of the Radio-Victor Corporation of America, transferring his headquarters from Camden, New Jersey, to New York.

Mr. Marshall served as assistant to Henry C. Brown and later, to Ernest John in the advertising department of the Victor Company, when the appropriation of that company was one of the ten largest in America. With the retirement of Mr. John three years ago, he became advertising director. The Victor Talking Machine Company was merged last March with the Radio Corporation of America, and is now engaged in the manufacture of radios and combined radio-phonographs.

### Cunningham Promotes Haines

E. R. Haines has been appointed Eastern district sales manager of E. C. Cunningham, Inc., radio tube company, with headquarters in New York. Only twenty-nine years of age, he has been a member of the Cunningham sales organization for three years—more recently as assistant to M. F. Burns, vice-president and general sales manager.



*How Chevrolet announced their latest sales achievement. Masonic Temple, Detroit, where "millionth six" celebration was held.*

## Chevrolet "Millionth Six" Meeting Puts 2,000 Salesmen on Their Toes

At a meeting of 2,000 sales supervisors in Detroit the other day to celebrate the unveiling of the one millionth six-cylinder Chevrolet car, the Chevrolet Motor Company solved two difficult problems. The more important, of course, was the realization of the million car quota, reached ahead of time. From the sales managers' standpoint, however, was the success of the meeting in keeping everyone active and interested.

Because of its size, the delegation was divided for the first two days into two groups—sales managers and representatives. The former group represented regional and zone sales managers and their assistants, who arrived on the first day of the convention. The representatives, whose function it is to contact Chevrolet's 11,000 dealers, arrived the following day.

A feature of the meeting was a joint session on the third day when both groups participated in a general meeting presided over by H. J. Klingler, vice-president and general sales manager. The millionth car was unveiled at the meeting.

The program was worked out under the direction of R. K. White and R. L. Myers, zone sales managers of Atlanta and New York. On the walls

of the Masonic Temple, in Detroit, where the meeting was held, were banners depicting Chevrolet's objectives and achievements. The general meeting was confined to one day only, and was addressed by Mr. Klingler, Alfred P. Sloan, Jr., president of General Motors Corporation, C. F. Kettering, president of General Motors Research Corporation, and divisional heads of the Chevrolet company.

The delegates witnessed a series of original playlets, enacted by Chevrolet men and designed to bring out selling points.

On Tuesday of the convention week, many of the delegates were taken through the Flint Chevrolet assembly plant and General Motors proving ground.

The grand finale of the convention was a boat trip on the Detroit River.

## Growers' Cooperatives Would Expand Scope of Packers

Representatives of Western cattle growers' and Eastern fruit and vegetable farmers' cooperative organizations appeared this week before the Department of Agriculture in Washington, to urge modification, and possibly revocation, of the so-called "packers' consent decree" as an "important measure of farm relief."

The hearing before Dr. John N. Mohler, chief of the Bureau of Animal Industry; Dr. Nils Olsen, chief of the Bureau of Agricultural Economics, and R. W. Williams, the department solicitor, was the first of a

series to sound farm sentiment on a petition for modification of the decree recently filed in the District of Columbia Supreme Court by the Chicago "Big Four" packers.

The packers, Armour & Company, Swift & Company, Wilson & Company and the Cudahy Packing Company, seek modification of that part of the decree of 1920 by which they were prohibited from operating retail stores, handling also unrelated grocery lines and from owning interests in stockyards, stockyard railways or stockyard newspapers.





# HOME ... home ... HOME with the accent where it belongs!

## Facts about Boston and the Globe

Boston's shopping area ranks fourth in population, *third* in per capita income tax returns, of the major American markets. Average family wealth is \$9,000. Savings deposits average \$2,000 per family.

Within 12 miles of Boston's City Hall is the territory called Metropolitan Boston, defined by the A.B.C. as the "City" district. It is composed of Corporate Boston and 39 bordering and nearby suburbs.

Here in Metropolitan Boston the Globe is definitely the *home* newspaper, for it is the only Boston newspaper which holds all of its readers in this rich district *seven days a week*.

Boston's great department stores do 46% of the local advertising in Boston newspapers. With seven dailies and four Sunday papers to choose from, they spend 37% of their entire Boston newspaper appropriation in the daily and Sunday Globe *alone*.

"WHEN a newspaper claims home strength," said a space-buyer recently, "I like to forget circulation and examine the paper itself. I've learned a few things from my wife and family!"

The Boston Globe studied family needs long before A.B.C. had become the solicitor's big talking point. Consequently this newspaper now has a very large A.B.C. that is also spelled H-O-M-E.

Perhaps the best proof is the experience of Boston merchants, who *must* reach people where they live. These merchants use more space in the Globe, daily and Sunday, than in any other Boston newspaper. Boston's department stores place 48% more advertising in the Globe, for the week as a whole, than in the next paper.

Another reliable check on home reading is the Sunday situation. Of the three Boston papers carrying the bulk of the advertising, the Globe alone holds practically all its readers in Metropolitan Boston *seven days a week*. The other

two lose 35% and 63% of their week-day readers on Sunday. *The seventh day reveals the home value of the other six!*

The Globe consistently appeals to every member of the family . . .

A Household Department established 35 years ago as the first woman's page in America . . .

More local news than any other paper in this self-contained community . . .

Complete school news and notes . . .

Sport pages that are quoted throughout the country . . .

Business news edited for substantial business men . . .

\* \* \*

More and more national advertisers are finding that the Globe reaches a *majority* of homes in the Boston shopping area, where average family wealth is \$9,000!

Our booklet, "Reaching Buying Power in the Boston Market," contains all the facts. Write for a free copy.

# The Boston Globe





A. Heath Onthank

### International Magazine Appoints A. H. Onthank

A. Heath Onthank, formerly chief of the Domestic Commerce Division of the Department of Commerce, and more recently research director of George Harrison Phelps, Inc., Detroit agency, will become Western manager of marketing for the International Magazine Company, September 1. His offices will be in the Hearst Building, Chicago.

A. M. Lewis, who has been with George Harrison Phelps, Inc., for a number of years and who formerly was in charge of research, succeeds Mr. Onthank there.

### Introduce Returnable Container for Meats

A new angle to a story which appeared in a recent issue of SALES MANAGEMENT on plans of a national packer to introduce ready-cut and wrapped meat is presented by the Keefe-Le Sturgeon Company, of Arkansas City, Kansas.

This company has been working on the idea for nearly a year and has been delivering cut steaks, chops and other meats to the retail trade for several months. Just now they are working on the idea of a returnable container for these products, according to S. F. Spencer of the company.

## Wholesale Institute Launches Program to Educate Stores

In an effort to make dry goods retailers better customers by making them better merchants, the Wholesale Dry Goods Institute has launched a campaign of retailer education, consisting of periodic mailings of merchandising studies supported by merchandising experts working direct with the retailers from the offices of member wholesalers.

This cooperative step on the part of the 160 members of the Wholesale Dry Goods Institute, who represent approximately 85 per cent of the volume done by general dry goods wholesalers, and sell a half-million stores, came as the result of a retailer and wholesaler survey made in Virginia.

Factors that were found to affect the business of the eleven retailers surveyed were:

Hard-surfaced roads allowing customers to visit and shop in larger towns more frequently; chain stores; mail-order houses; lack of new blood in the stores due to the inability to pay average salaries, and the existence of unattractive surroundings.

A study of the business methods of these stores indicated the following: Poor store arrangement and merchandise display; unattractive window display; uniformly heavy stock (stocks were twice the size they should have been in proportion to the sales); inadequate records on expenses and stocks; lack of credit control; in general stores, dry goods received secondary consideration, both in location and selling effort.

On the basis of the findings of a detailed study of one of these eleven retail stores, the institute's program of retailer education will endeavor to cover the following topics of good merchandising practice; arrangement of store, lighting, tables, display of merchandise, paint, stock, closing out

sale, store front and windows, opening sale, merchandise specials, credits and collections.

Because of the split buying of retailers (the retailer survey in detail bought eighty-four times a year from forty-four different distributors) the members of the institute find they must cut down the number of customers and get increased volume through making better customers. In return for educating the retailer the institute members expect the retailers will concentrate their buying with them.

### Leading Leather Companies Discuss Consolidation

The merger of several leather and hide companies, including the American Hide & Leather Company, representing about 25 per cent of this industry, may be effected soon, under the sponsorship of Claude Drouthit, chairman of the American Hide & Leather.

"The leather trade needs a merger of interests, in order to bring about a healthy condition in the industry," Mr. Drouthit explained. "There is a great deal of overproduction, and, with the heavy decreases which have come in the price of hides during the past few years, conditions have been caused which made it very difficult to make money in the leather business. However, with the prices of hides fairly well stabilized now, the opportunity is present for leather companies to develop their businesses along lines that are possible to companies which have a fairly steady price ruling in their raw material market.

"Leather companies have not merged interests to the same extent as have other industries, and yet the advantages to be obtained are even more obvious than in almost any other trade."



Ready-cut and wrapped meats as introduced by the Keefe-Le Sturgeon Company and exhibited in one of their customer's stores.

# Announcing

A Still Greater

Building Publication



EFFECTIVE with the September 1929 issue *American Builder* . . . recognized for nearly a quarter of a century as the most widely read publication in the building field . . . will be enlarged to include *Building Developer* (New York) and *Home Building* (Chicago), two monthly magazines of high standing among speculative or merchant builders and real estate developers.

With a substantially increased circulation and broadened editorial scope, *American Builder* is unreservedly obligated to serve every branch of building activity, from bungalow to skyscraper—and to include design, finance, construction, decoration and sales. It will serve equally well the small home builder . . . the busy contractor who is building several residences, a factory, an office building and a church simultaneously . . . the real estate developer who is building a new community of homes . . . the operator who specializes in apartment houses . . . the architect . . . and the many other construction professionals who have to do with building.

Attuned to progress . . . modern in its interpretation and treatment of the ever-changing problems and demands of the building field . . . *American Builder* is the logical medium for reaching contractors and builders, developers, operators, dealers, architects and others of like activities who, after all, are the men who both specify and buy what is consumed in the building field—a seven billion dollar market, annually.

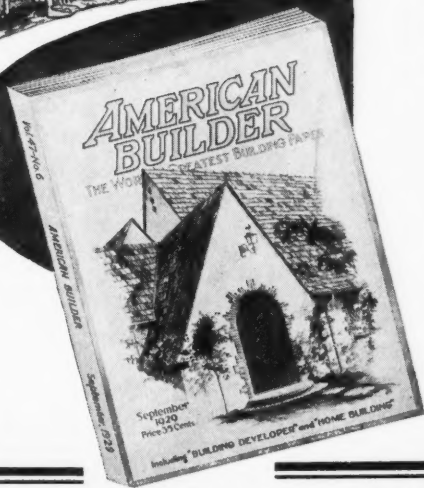
## AMERICAN BUILDER

Including

*Building Developer* and *Home Building*  
A Simmons-Boardman Publication

105 West Adams Street, Chicago

A.B.C.  
and  
A.B.P.



30 Church Street, New York

Terminal Tower, Cleveland

215 Market Street, San Francisco



## Chevrolet Changes Five Sales Heads; White Directs Advertising

Five sales executive changes were announced this week by the Chevrolet Motor Company as follows: M. D. Douglas as general parts and service manager; R. K. White, advertising manager; J. C. Chick, assistant general sales manager; C. L. Alexander, regional sales manager at Flint, Michigan, and R. L. Myers, zone sales manager at New York.

Mr. Douglas, who has been assistant general sales manager, and Mr. White, recently Atlanta zone sales manager, succeed respectively J. P. Little and J. E. Grimm, Jr., who have joined General Motors.

Mr. Chick, who has held the regional sales office, succeeds Mr. Douglas; Mr. Alexander, for several years Chicago zone sales manager, succeeds Mr. Chick, and Mr. Myers, who has been zone sales manager at New York, Mr. Alexander.

## A. E. R. A. Appoints Gordon Managing Director

Charles Gordon, former editor of the *Electric Railway Journal*, has been appointed managing director of the American Electric Railway Association, with headquarters in New York. He succeeds Lucius S. Storrs, who resigned several months ago to head the Baltimore Electric Railway Company.

Mr. Gordon, forty years old, has had practical experience in electric transportation with the Chicago Surface Lines, from which he entered trade journalism. He has been an active factor in the rehabilitation of the electric railway industry.

## Oldest Advertising Course Begins 25th Year

The Blanchard course in advertising, offered by the New York Institute of Accountancy and Commerce, New York Y. M. C. A., said to be the oldest advertising course in the United States, starts next week its twenty-fifth year, with Richard Webster, vice-president of Reimers & Whitehill, Inc., advertising agency, as instructor.

## A. B. P. Meeting October 21

The dates for the fall convention of the Associated Business Papers have been changed from October 15-17 to October 21 and 22. The meeting will be at the Blackstone Hotel in Chicago.



**Buy 6**  
**Westinghouse**  
**MAZDA LAMPS**  
*in a*  
**LAMP SHADE CARTON**

**One Carton makes two beautiful LAMP SHADES**

*With every six lamps purchased hereafter from the Westinghouse Lamp Company, in a newly designed container, the customer gets two lamp shades, into which the container may be quickly converted. The novelty was introduced this week.*

## Westinghouse Introduces Lamp Shade Container

A six-bulb container, which with a few minor adjustments can be transformed into two lamp shades, was introduced this week by the Westinghouse Lamp Company, New York City, through their 17,000 dealers, and is being featured in window displays and other promotion.

The cartons are made of Albia lamp shade stock, and each shade, in color, is different. Two designs to appeal to children are also featured.

The cartons are available to dealers at five cents each, delivered.

## McCormick & Company Has Some Anniversaries

Almost coincident with the celebration, September 12-15, of the 200th anniversary of the City of Baltimore, McCormick & Company, Inc., importers and exporters of spices, teas and drug specialties, there, will celebrate, September 18-19, their fortieth anniversary, and are promoting the event in various ways—chiefly through the distribution of souvenirs to visitors to the plant and special silver souvenirs to all their employees. The plant will be opened to the public for the celebration.

## "Try Dancing" Chosen Winner of National Slogan Contest

From 20,000 slogans submitted by terpsichorean enthusiasts from all over the country, "Try Dancing," the suggestion of H. B. Sanderson, newspaper man of Warren, Ohio, was selected this week by the Dancing Masters of America, Inc., as the official slogan of that organization, and will be used in a promotional campaign soon to be launched.

Mr. Sanderson wins \$500 in cash and a Majestic radio-phonograph. Second prize went to Mrs. O. L. Soule, of South Weymouth, Massachusetts, for "Two Dancing Feet Bring Miles of Happiness."

The only well-known advertising person among the prize winners is Burton Harrington, until recently editor of the *Poster* magazine, and now the head of his own outdoor advertising service in Chicago. Mr. Harrington, third, submitted "Those Who Dance, the Years Touch Light."

## Penney Magazine Analyzes "Value of Advertising"

Nearly nine-tenths of the \$2,693,716.15 which the J. C. Penney Company spent for advertising last year went for local advertising, one-tenth for national, Walter Reynolds, of the company's sales department, points out in the current issue of the *Dynamo*, house organ of that company, which is devoted this time specifically to advertising methods.

Local advertising last year cost the company \$2,303,268.18, and space in state, regional and national publications \$291,301.88. Cost of operating the advertising department was \$99,146.09.

## Potato Distributors Combine Interests

Albert Miller & Company of Chicago, Albert Miller & Company (Michigan) of Grand Rapids, and the A. M. Penney Company of Waupaca, Wisconsin, operating 350 warehouses throughout the West and Middle West, with a volume of more than 15,000 carloads of potatoes annually, have been consolidated.

E. Percy Miller will be president of the new organization, which will be known as Albert Miller & Company, with general offices established in Chicago.





# Into the Clear!

...Only the mariner who has come through the storm knows fully the relief of clear seas.

Hurricanes of uncertainty prevailed for years in the popular-priced bond paper market, then an uncharted sea. Without identified route of travel, here was a field of mystery where every journey was a gamble.

Caslon Bond ended all this. It charted for business travelers a route that would bring them safely around every reef—and show them a profit. By bringing buyers watermarked, known quality, Caslon Bond ended chaos in the field of popular price.

...Only those who have signed with Caslon Bond know fully how dependably it carries them through safe waters, at modest rates. For your letterhead, your business forms, and your direct mail, Caslon Bond is an exceptional vehicle. Watermarked, in twelve vigorous colors, and white—all weights and sizes.

Travel the Caslon Bond way. See your paper merchant, or write for test sheets and the new sample book.

How you may profit from Caslon Bond is told in the book "Hidden Gold in the Bond Field." Send for your copy.

# CASLON BOND

Reg. U.S. Pat. Office



*A popular-priced paper for a work-a-day world.*

**THE MUNISING PAPER COMPANY**  
**MUNISING, MICHIGAN**



## Addressograph Forms European Company Under A. R. Porter

The Addressograph Company has established a European subsidiary, Addressograph, Ltd., to have charge of the company's business in the British Isles and the rest of Europe, Africa and Asia.

A. R. Porter has become managing director of the new corporation, to supervise production activities at the London and Berlin factories and sales activities throughout that territory.

Mr. Porter joined the organization in 1913 as a salesman in Michigan and Indiana territory. Subsequently he worked in selling capacities in Canada—succeeding his father in 1924 as Eastern Canadian sales agent. Last year he was promoted to vice-president and general manager of the Addressograph Company, Ltd., of Canada.

## Airplane Makers Study Service Station Needs

A nation-wide system of service stations and parts distribution is expected to result from a survey to be conducted by aircraft and engine manufacturers through a committee just formed by the Aeronautical Chamber of Commerce. Upon the results of the survey it is expected to lay the foundation for the servicing of aircraft by which the owner and flier may obtain parts and repairs in any part of the United States with a minimum of delay.

The system is necessary, it was pointed out, to the development and future prosperity of the industry. If many sales are to be made in the future to the individual owner, he must be able to obtain efficient and speedy repair and replacement of parts on his plane in case of a breakdown.

## Open School of Selling

The University of Southern California has established a new school of merchandising, with majors in marketing, advertising and retailing, leading to the degree of Bachelor of Science in Merchandising. Dr. W. D. Moriarty is director. The new school, to open this month, has been underwritten for the next five years by leading merchandising organizations in Los Angeles and nearby cities.

## Clinton Elliott Dies

Clinton Elliott, president of the Eastern Advertising Company, and a director of the Street Railways Advertising Company, controlled by Barron G. Collier, died at Thompson, Connecticut, last Monday, of heart disease.

## Will Educate Dogs to Eat Horse Meat

Dog may not always eat dog, but W. J. Lake & Company of Seattle are determined that dog will learn to eat horse.

The Lake company is now producing a new dog food made of horse meat and is launching an initial campaign in the newspapers of Washington state and by direct mail through the Claude Arnold Advertising Agency of Seattle. Later national dog journals will be used.

## Shattuck Becomes Sales Executive of Durant

Edward W. Shattuck, formerly head of the statistical division of Dodge Brothers Motor Car Company, and later district representative at New York, has become assistant general sales manager of Durant Motors, Inc., in charge of office and distribution.

Mr. Shattuck took over the management of the statistical department of Dodge when it was established in 1915. After several other positions with this company, he resigned in 1927 to become an automobile dealer.

## Trade Association Executives to Meet

The American Trade Association Executives will meet at the Wawasee Hotel and Country Club, Wawasee, Indiana, September 26-28.

The theme of the meeting will be "coordinating business associations and other business serving agencies." H. Cole Estep, of the Penton Publishing Company, chairman of the committee on relations with trade associations of the Associated Business Papers, will talk on "Business Papers as Business Serving Agencies and Their Coordination with Trade Associations in the Development of Industries."

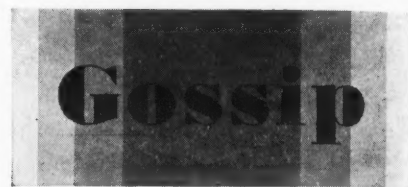
G. W. Bittel is chairman of the program committee.

## Woolworth Expands Abroad

Forty new stores in the British Isles and twenty-three in Germany will be opened soon by the F. W. Woolworth Company. H. T. Parson, president, stated on his return this week from a business trip to Europe. These stores, Mr. Parson said, will bring the number in Great Britain to 400 and in Germany to sixty.

## McGraw-Hill Moves

The Boston office of the McGraw-Hill Publishing Company has been moved to the Statler Building.



STANFORD BRIGGS is now assistant to the vice-president and general manager of the Erickson Company, New York agency. Formerly a director of the H. K. McCann Company, Mr. Briggs more recently has been vice-president and treasurer of the Briggs & Varley Advertising Agency, there.

JOSEPH EWING, president of Ewing, Jones & Higgins, New York and Philadelphia agency, sailed last Saturday on a two months' business trip to Europe. He will divide his time between the London and Paris offices.

LESLIE G. SMITH, for the past six years with the Cleveland office of H. K. McCann Company, is now assistant to the vice-president in charge of sales of the Standard Oil Company of Ohio, there.

LESTER B. TUNISON, for the past ten years Western advertising manager of *Popular Science Monthly*, is now advertising director of *Physical Culture*, succeeding CHARLES A. PENN, resigned. C. D. FREEMAN, who for the past six years has served as Western manager for the Standard Farm Paper group, will succeed Mr. Tunison.

JACK HUTCHINSON has been appointed manager of the Seattle office of MacManus, Inc., with ARTHUR DESROCHERS, assistant. The office is now located in the Northern Life Tower.

BERT J. CURTIN, formerly of *Red Book* and previously of *Good Housekeeping*, has joined the Western advertising staff of *True Story* magazine, covering the Southwest territory.

HARVEY A. RICK has become an account executive on the Chicago staff of Lord & Thomas and Logan. He was formerly vice-president and Chicago manager of the George L. Dyer Company.

ARTHUR C. SMITH, for the past four years with the Chicago *Herald & Examiner*, and formerly with Williams and Cunyngnam, is now space buyer with Benton & Bowles, New York agency.

LOUIS SPILMAN, editor of *Industrial Retail Stores* before its recent sale by Federated Business Publications to the Hoffman Publications, Inc., has acquired control of the Waynesboro, Virginia, *News*.

HENRY B. LENT has joined the staff of Anderson, Davis & Hyde, New York agency. He was previously with the Gundlach Advertising Company of Chicago.

TALBOT C. HATCH, formerly of the Hatch-Sattley Company, Chicago agency, and A. E. RUSSELL of the same company have joined the Chicago office of the Potts-Turnbull Company, the former as an account executive, the latter with the service department.

E. C. HARTMANN, for several years engaged in special merchandising work in the South and at one time with Critchfield & Company, and O. T. ANDERSON, for nine years in the media department of the D'Arcy Agency, St. Louis, have joined the Charles H. Touzalin Agency, Chicago.

FRED CORTIS, recently with the Chicago office of the National Shelter group, and previously with the Western staff of Conde Nast, is now advertising manager of the *Golfers' Magazine*, Chicago.

HOWARD F. WEEKS has been appointed secretary of the publicity and advertising section of the American Gas Association. He has been assistant secretary and acting secretary since last spring.





**O**PPORTUNITIES exist in the Kansas City area for 212 lines of business . . . *opportunities with substantial existing markets*, yet with little or no local manufacturing source of supply.

Included are these industries: Food and kindred products; lumber and wood products; leather and rubber products; chemicals; stone, clay and glass products; metals and metal products; machinery and electrical apparatus; farm equipment; airplanes and accessories; miscellaneous products.



Every facility for economical manufacture and distribution is offered the incoming manufacturer, an advantage which combined with the vast nearby market sets Kansas City apart as a manufacturing center of major importance.

Perhaps for *your* business an opportunity exists in Kansas City. You can learn the facts, without obligation. Information in detail is available to give you the true situation as it might concern your organization. Write today.

INDUSTRIAL COMMITTEE OF THE CHAMBER OF COMMERCE

# KANSAS CITY

MISSOURI



*Economical transportation is important. You can reach 15 million people at lower freight cost from Kansas City than from any other metropolis.*



*I am interested in this industry:*

*and I attach the coupon to my letterhead as assurance of my interest, without obligation, of course.*

Name \_\_\_\_\_

Address \_\_\_\_\_



## Indianapolis Wholesaler Launches Group Sales Plan for Advertisers

Kiefer-Stewart Company, wholesale druggists of Indianapolis, have launched a plan of cooperative merchandising covering eight nationally advertised products, and have arranged to distribute to the retail trade two counter display racks for showing them jointly. The products of the Barbasol Company, Bristol-Myers Company, Colgate-Palmolive-Peet Company, Gillette Safety Razor Company, F. F. Ingram Company, Lehn & Fink, Inc., Prophylactic Brush Company and E. R. Squibb & Sons will be shown, and distribution will be carried on by means of a hook-up with independent wholesale druggists in all sections of the country.

The Kiefer-Stewart merchandising plan provides for the payment to the retailer of rent, in free goods, by the manufacturers whose products are displayed. The manufacturers have joined in the plan for thirty days. The program is similar in many respects to the McKesson plan, recently undertaken for 15,000 independent retail druggists throughout the country by McKesson & Robbins.

## Columbia Enters Radio Business in England

Following the example of many American phonograph manufacturers, practically all of whom are now devoting their primary efforts to the sale of radio, the Columbia Gramophone Company, London, announced this week their intention to enter the radio manufacturing business there.

"The radio business really has not started in England," explained Louis Sterling, managing director of the company. "Since 1920 progress has been so rapid that sets are soon obsolete and it is not surprising that the public is demanding better radio sets at cheaper cost."

## To Market Jim Hill Apples in Cartons

The Wenatchee District Cooperative Association, Wenatchee, Washington, will sell their Jim Hill apples this fall in a newly adopted corrugated carton, each containing twelve apples—which will be advertised through the Seattle office of the Honig-Cooper Company in a \$100,000 campaign in national women's publications, supported by dealer media.

## Will Give Airplane in Distributor Contest

A \$7,500 General Airplanes Corporation monoplane will be awarded September 23 to the jobber of Temple Corporation, radio manufacturers, Chicago, who has reached the highest percentage of attainment of quotas on shipments of Templetone receivers from the factory and on sales.

This is said to be first time that an airplane has been given away in any kind of a contest.

The plane, of the cabin type, is similar to one used by Commander Byrd on his Antarctic expedition.

## Portable Sound Equipment Developed by Visugraphic

Practical portable sound reproducing equipment has been developed by Visugraphic Pictures, Inc., New York—complete equipment, including projector and screen, weighing less than seventy-five pounds. Standard thirty-five mm. film is used.

The new equipment is expected to facilitate the use of sound pictures in industrial and advertising film.

Visugraphic has just acquired control of R. Sherburne Whitney & Company of Boston, and Mr. Whitney has become director of the exhibition and projector department of the company.

## Sacramento Union Sold; Portland Paper May Change

The Sacramento *Union*, established seventy-eight years ago, has been purchased by William H. Dodge, former president and general manager of the central group of Scripps-Howard newspapers.

It is reported also that the Portland *Telegram* will soon change hands.

These two publications, with the San Francisco *Bulletin*, sold last week to William Randolph Hearst, have been published by Carl H. Brockhagen, and owned by a syndicate headed by Herbert Fleischacker, San Francisco capitalist.

## A Correction

The Beech-Nut Packing Company takes exception to the inference in a story in *SALES MANAGEMENT*, August 24, that their company is now controlled by United Stores, Inc., recently formed by George K. Morrow and Associates, through their acquisition of control of the United Cigar Stores. Beech-Nut has not altered its independent status.

# Account Changes

ONEIDA COMMUNITY, LTD., successor to William A. Rogers, Ltd., Niagara Falls, New York, Heirloom plate, to the Paul Cornell Company, Inc., New York City.

GENERAL FOODS CORPORATION, New York, has appointed Young & Rubicam, Inc., there, to assist with the advertising of Frosted Foods.

NATIONAL UNION RADIO CORPORATION—Sonatron, Marathon, Magnetron and Televocal—the latter three accounts to Benton & Bowles, New York City. Sonatron remains with Edward H. Weiss Company, Chicago.

STEIN COSMETICS COMPANY, INC., New York City, to Peck Advertising Agency, Inc., there.

G. WASHINGTON REFINING COMPANY, Morris Plains, New Jersey, G. Washington's instant coffee, to Cecil, Warwick & Cecil, Inc., New York City.

ALEMITE MANUFACTURING CORPORATION, Chicago, lubricating systems, to Charles H. Touzalin Agency, Inc., of that city. Effective January 1.

O-CEDAR CORPORATION, Chicago, O-Cedar mops and polish, to Brandt Advertising Company, there.

CONSOLIDATED DAIRY COMPANY, Washington, butter, to Strang & Prosser, Seattle. Newspapers, radio and outdoor advertising.

DEJA, INC., New York City, dresses, to Marjorie Signer, Inc., there. Class magazines and direct mail.

KALAMAZOO VEGETABLE PARCHMENT COMPANY, Kalamazoo, KVP papers, to Critchfield & Company, Inc., Chicago.

NEW YORK ESKIMO PIE CORPORATION, to William H. Rankin Company, there.

WHEELER METAL PRODUCTS CORPORATION, Cleveland, grass shears and other lawn and garden implements, to the Bayless-Kess Company, there. Magazine, business papers and direct mail.

JOHNSON MOTOR COMPANY, Waukegan, Wisconsin, Johnson outboard motors, to Crowell, Crane, Williams & Company, Chicago. Newspapers, trade papers, magazines and outdoor media.

CASE-MOODY PIE CORPORATION, Chicago, to N. W. Ayer & Son, Inc., New York.

I. NEWMAN & SONS, New York, corsets, to Charles W. Hoyt Company, Inc., of that city.

LOUIS ALLIS COMPANY, Milwaukee, electric motors, and the NORTH AMERICAN SEED COMPANY, Milwaukee, to the Cramer-Krasselt Company, there.

SILENT AUTOMATIC CORPORATION, Detroit, Silent Automatic domestic oil burners, to Campbell-Ewald Company, Detroit.

# *Announcing*

the appointment of

**A. HEATH ONTHANK**

as Western Manager of the

**MARKETING DIVISION**  
**International Magazine Co., Inc.**

with offices in the

**HEARST BUILDING**  
**CHICAGO**

**F. K. ANDERSON**

*Director of Marketing*

**L. J. McCARTHY**

*Associate Director*



### **They're Friendly— These Du-Plex Envelopes!**

Letter and catalog arrive together. They create a friendly atmosphere that makes sales come easier. Like a personal introduction, they quickly put your salesmen—the Catalog—on an intimate basis.

### **Both Together, Sir!**

Your letter in the small compartment, provides introduction and arouses interest. In it, you have many opportunities to point out features in your catalog—or call attention to special items or pages. Your letter then leads your prospect right into your book.

### **Save Misdirected Catalogs!**

The loss factor which attends ordinary third-class mailings, is eliminated. Du-Plex Envelopes are always delivered or returned to you. Over 10,000 firms use Du-Plex Envelopes to prevent the lost sales opportunities that accompany "under-separate-cover" mailing.

### **No Extra Postage Needed!**

Du-Plex Envelopes require no more postage than required if letter and catalog were mailed separately. Only one addressing needed—not any if window type is used.

Obtain Du-Plex Envelopes from your Printer or Paper Merchant, or direct from

Du-Plex Envelope Corporation  
3026 Franklin Blvd., Chicago, Ill.



*Both Together Sir!*

**WRITE FOR SAMPLES**

## **The Pay-Out-of-Profits Plan for Selling Industrial Equipment**

*(Continued from page 446)*

ment to the customer for a small down payment and having it paid off at the mill by the mill owners, through a tax of twenty cents a ton hauled, as the cane is paid for, the tractor company is receiving payment and the tractor is paying for itself in actual work done. A similar deferred-payment plan is also used in the sale of flour mill machinery with the payment being made on the basis of the number of barrels of wheat processed.

An Illinois manufacturer deviated from his usual method of partly financing the contractor through slow payments in selling him a ditcher, when he applied the pay-for-itself method of financing, in selling a ditcher recently to a company in the Middle West. This corporation needed a ditcher, but working on a strict budget plan had not appropriated any money for this device. Realizing an opportunity for a sale, the manufacturer agreed to sell this corporation a ditcher and take out the payment by charging five cents for every foot of ditch dug. Previous records of savings effected by the manufacturer's ditcher indicated that five cents per foot could easily be saved.

### **Conforming to Budget Plan**

As the ditcher was in operation the corporation executives merely appropriated, for current costs, five cents per foot of ditch dug. This current payment was considered much the same as a labor item. This arrangement worked out perfectly, both for the manufacturer and for the corporation purchasing the ditcher, with actual savings, after costs were figured in, being not five cents a foot but eleven cents. The same method of selling has been applied by the manufacturer to a coal loader, where the customer is paying off at the rate of twenty-five cents a ton of coal loaded.

Selling on long-period payments is not new to the manufacturers of industrial equipment. Some of them maintain their own financial burden out of current funds, while others use their bank to borrow from. Most of the companies using the methods described above, however, employ the services of financing houses specializing in that type of financing. In making the sale of a piece of equipment in this manner the manufacturer gets from the financing house immedi-

ate payment at the full price of the equipment through the exchange with the financing house, of promissory notes from the buyer. The financing house then takes on the burden of collection of these promissory notes. Should the buyer refuse to pay at the end of a stated interval, the equipment automatically reverts back to the manufacturer, who takes back the responsibility from the financing house and meets the loss himself.

## **Sampling Campaign "Makes Hay" During Off-Season**

*(Continued from page 442)*

by establishing a sales department, which, though functioning through the dealer, operates independently of him. A woman, well versed in social usages, was employed as a hostess adviser. In close contact with social functions, she is able to reach the hostess, and to interest and advise her in appropriate ornamental ice creams for specific occasions. The order is placed with the factory and the customer's preferred or nearest dealer is advised of it. The finished product is sent to the dealer, who, in turn, makes delivery to the customer, and obtains his usual margin of profit. Of course, the dealer is delighted with this unexpected business, and the actual demonstration of demand for the specialty item encourages him to make personal efforts in this direction. The Western Dairy Products Company furnishes him with package inserts, booklets and other literature designed to exploit the fancy ice cream business.

However, the bulk of consumer sales promotion is done at the factory. Telephone solicitors reach hostesses of coming events, lodge and club committees and so on. Most leads are secured from society pages of the daily newspapers.

The backbone of the sales promotion literature is a sixteen-page booklet with illustrations and descriptions of the ornamental ice cream products. Almost 200 special molds designed to harmonize with the spirit of particular occasions are listed. This brochure, however, is merely suggestive, for the expert craftsmanship available makes possible the meeting of any reasonable demand in ice cream ornamental dishes. Such individual service by a



factory operating strictly through dealers is rare enough, but Mr. Robbins declared nothing the company has attempted has created so much favorable comment both from dealers and consumers.

Though the price paid for these fancy ice creams is about three times that of ordinary brick ice cream, there has been about a 20 per cent increase in demand over last year. During Christmas, 1928, there were over 18,000 ornamental ice cream consumers.

"It seems obvious for us to take advantage of the increase in entertaining during the winter months by catering to these special occasions, but the results are more far-reaching," said Mr. Robbins. "We are endeavoring to make a staple product distinctive. Ice cream looks very much alike, regardless of who makes it. In the first place, we rarely refer to our product as 'ice cream,' but as 'Sunfreze.' By originating new forms for an old product, we secure yet greater distinctiveness and consumer consciousness of our product.

"It seems natural that we should exert this special effort during the dull season, when both the factory staff and the sales organization can give it intensive attention. Not that we neglect our staples during the colder months. Exploiting ice cream as a food for the daily menu is always our program. Our slogan, 'A Food, Vital as Sunshine,' emphasizes this, and our winter-months advertising is increased rather than decreased. Resultantly, our slow season is not nearly so dull as it might be. In fact, with our fancy ice cream department in full production during the winter season, there is only a slight valley in our annual production program."

### Rowland Assumes Charge of Champion Sales

Ralph H. Rowland has been appointed sales manager, and Charles L. Corwin, assistant sales manager of the Champion Spark Plug Company, Toledo. Mr. Rowland has been the company's district sales manager for Zone 5 at San Francisco; Mr. Corwin district sales manager of Zone 1, (New England, New York, Pennsylvania, New Jersey and Delaware).

Carnation Milk Products Company of Seattle, and Albers Brothers Milling Company, San Francisco, will be consolidated soon, according to announcement at Seattle this week by Phillip G. Kinzer, vice-president of Carnation.

The Carnation company will obtain the Carnation brand name of the Albers Brothers under which the latter had been marketing cereal products.

## Have you a Pacific Coast Sales Problem?

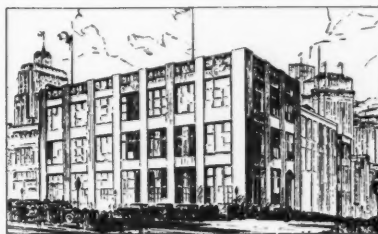
*This successful selling service may be the answer. Includes trained sales direction and personnel—receiving, warehousing, shipping—dealer merchandising and display. All credits assumed—Sales discounted monthly.*

It may be possible for you to meet the new distributing and marketing conditions, without changing your business policy, by utilizing this independent Pacific Coast sales organization.

Thus you could cover the 10 Western States and Hawaii thoroughly, conducting your selling, merchandising and dealer advertising program free of all detail *and at a controlled cost.*

Your campaigns would be guided by the *localized* knowledge and records accumulated during 38 years' experience in this rapidly-growing regional market.

We contact approximately 16,000 wholesale, retail and chain outlets: drug, hardware, jewelry, stationery, leather goods, sporting goods, department and general stores.



EBERHARD BUILDING, SAN FRANCISCO  
Steel and concrete. 20,000 sq. ft. floor space. Owned and exclusively occupied by this company.

For many years we have served four nationally-known firms—the manufacturers of AMITY LEATHER PRODUCTS, INGERSOLL WATCHES, GEM SAFETY RAZORS AND BLADES and WATERBURY CLOCKS.

Recently we conducted a successful campaign, introducing Gevaert Films on the Pacific Coast. This suggested that, with the facilities of our new building, we could affiliate with another substantial manufacturer.

Realizing that a permanent connection requires careful investigation, we invite inquiries from interested executives, and shall be glad to correspond regarding details.

### THE GEO. H. EBERHARD COMPANY [INCORPORATED 1891]

#### SELLING AGENTS

290 FIRST STREET

SAN FRANCISCO

Division Headquarters

LOS ANGELES   SEATTLE   SPOKANE   PORTLAND  
BUTTE   EL PASO   SALT LAKE CITY

## Whither Bound Retailing?

(Continued from page 438)

"2. The advantage of leadership in any business organization is universally recognized. The opportunities for most effective leadership lie with the head of a business who works under the same roof that his employees do and who by daily contact can inspire and direct them.

"3. The authority to shape policies and to make decisions on the ground is an advantage that is not given to the usual chain store manager, but which is a powerful asset to the independent merchant. Immediate action is more necessary today than at any time in retail history.

"4. The opportunity to study his clientele more closely and to judge their wants, as well as the chance to meet customers personally, to watch how they react to merchandise, and how they are served, go along with independent management.

"5. In this day when Fashion rules in every department and the style element must be watched so closely, the independent store which is so close to its consuming public can quickly check its stocks and is in an advantageous position.

"6. The tremendous rise in the importance of Fashion, brought about as we all know by the increased style-consciousness of the consuming public, gives an especial advantage to the independent store which can properly coordinate the style elements within the store under personal direction of the owners.

"7. Equally as important as correct Fashion in merchandise is good service, and here is an outstanding advantage that goes with the independent store."

### Appel Studies Economic Status of the Chain

"Distribution by the chain method is not new," explained Joseph H. Appel, merchandising and advertising director of the John Wanamaker Stores in New York and Philadelphia, in a scientific analysis of "Chains and Independence."

"Religion is so dispensed—through denominational churches," Mr. Appel said. "Education is so promulgated, through classified schools. And now we have chain movies and talkies and chain theatres, chain radio broadcast, chain reading through the book clubs and newspaper syndicates, chain news-agencies and newspapers.

"To find mass outlet through chain distribution a product must be stand-

ardized. As a result almost everything associated with our living is becoming highly standardized—our homes, our dress, our food, our amusements, our reading, our beliefs, even our thoughts—and, as a result, our actions. Are we really behaving like individual human beings? Or are we placing the chain around our own necks?

"Without going into statistics, it is important to know that the volume of chain store business in the United States has grown from 4 per cent of the total annual retail volume in 1921 to 16 per cent in 1928; that there are more than 100,000 of these chain stores, comprising nearly 4,000 groups, operating in fifty-five different fields of commodities. Although independent stores, including department stores and general stores, still do approximately from 60 to 80 per cent of the total business, (according to classifications used in the estimates), the chain system is growing fast, while the independent store is losing ground. If this trend continues, what will be the result in storekeeping and the effect on the individual and the social organism?

"For the purpose of discussion this premise is laid down; storekeeping owes these obligations to society:

"1. Satisfactory and efficient distribution.

"2. Lowest prices with equitable income for workers and capital.

"3. Satisfactory service.

"4. Individuality in stores and in merchandise.

"5. Individual initiative and progress.

"6. Upbuilding of community in return for the community's support."

### Choosing Lines Biggest Problem, Hoving Believes

Walter Hoving, executive vice-president of R. H. Macy Company, told the conference that the "selecting of merchandise in a more scientific way will be the outstanding development in merchandising in the next ten years. There is no question that the operating functions will still receive attention, and that great improvements can no doubt be made therein, but the selection of merchandise has received so little thought, and has been so sadly neglected that it is impossible to conceive of distribution making much headway before this function has been approached more scientifically.

"We need to know: at what price

should we sell our goods to get the maximum volume and maximum profit, and, what should our prices be, and how many prices should we have to most efficiently serve the community?

"Let us examine the first one—What prices will yield the greatest volume and profit? I have in mind some unpainted kitchen chairs that were being sold at \$1.59 each. They were advertised several times with resulting sales of forty or fifty chairs per day. Then they were reduced to \$1.49 and the sales as a result increased to four or five hundred per day. Obviously, the \$1.50 mark for these chairs was the boundary line between large demand and insignificant demand. Similar examples are numerous and the research that has been made to date proves rather conclusively that there are certain points on the price scale of every commodity at which a maximum of volume will result. Proper study of this phase of pricing will be enormously beneficial both to volume and profit. We have been accustomed to prices like \$1.98, to \$2.95 and other such so-called psychological prices, but it is questionable whether exact observation in order to determine these prices has ever been attempted. The only experiment that I can recall is one in which the same thing was sold in two different parts of the store at 98 cents and \$1.09 on the same day. The same quantity was sold at both prices. This may indicate that we have been making fetishes out of certain prices.

"The second question—What should our prices be, and how many should we have to most efficiently serve the community? The principle of turnover allows a minimum of items in order to get a maximum turnover, therefore, the fewer the prices of any given type of article, the greater the possibilities for increasing turnover. Selling hose, shoes and dresses at one price would be the ideal arrangement from the store's standpoint. It would simplify buying problems, cut expenses and increase profits. There is no question that such a five- and ten-cent idea would be welcomed by department stores if it were feasible. A store's functions, however, cannot be organized to suit its convenience, but must be a compromise between its own internal problems, and its consumer relationships. Consequently, a store with one price, with some exceptions, does not serve the economic needs of a community. There are always different classes of people in a community, and they are interested in paying different prices for the different types and qualities of merchandise that they consume. The problem, therefore, is:



What price or prices will each class in the community be interested in paying for its merchandise? The fewer these prices are the better from the operation standpoint of the store. Too many prices decrease turnover and are harmful from the customer's point of view as well. Customers find it difficult to buy if there is a great profusion and the multiplicity of prices.

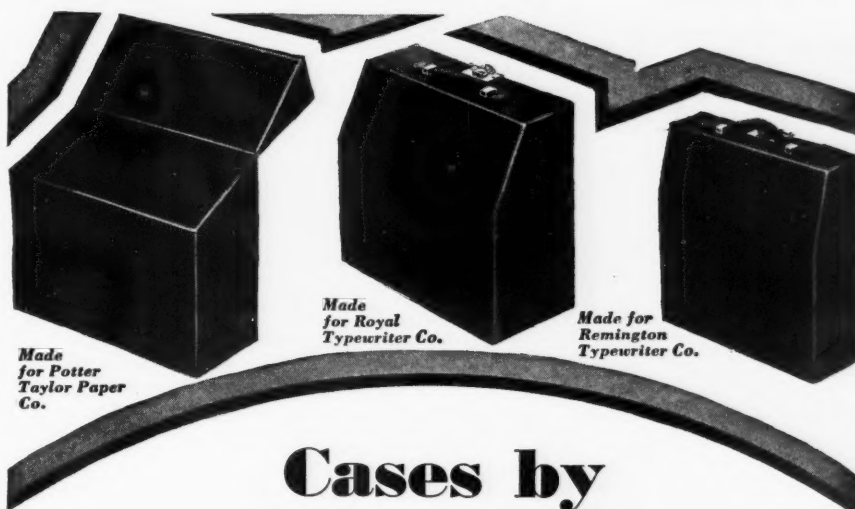
"The solution lies in discovering the number of prices at which operating efficiently is at a maximum, and at which the needs of the community are properly taken care of. It is the merchant's job to find that point. That the existence of this problem is realized we have as evidence efforts of progressive merchants to price line their assortments. By price lining, of course, is meant that certain prices are selected and all the merchandise of a given type is bought to fit into those prices. Price lining is a familiar method in retailing today, but even the prices that are used in price lining are largely guesswork."

### Paul T. Cherington Analyzes "Outlets"

"A legal friend tells me that a broker does not earn his brokerage until he supplies as a buyer a person, (1) able, (2) willing, (3) and ready to buy," said Dr. Paul T. Cherington, director of research of the J. Walter Thompson Company, advertising agency. But, Dr. Cherington added, "that is only half of any retail market picture. Not only is it necessary, in retail market study, to discover persons able, willing and ready to buy; it is necessary also to know something about the selling side of the transaction and the contacts between the two. A complete analysis of the consuming buyers leaves us still in the dark if we do not know how they are related to retailers, and to their facilities for selling. Such a survey, to be complete usually must deal not only with consumers able, willing and ready to buy, but also with 'outlets' able, willing and ready to sell.

"Being accessible and ready to meet the desires of the consumer are factors commonly described as problems of location, personnel and finance; and their accompanying additions to the consumer's price is in the form of rent, wages and profits.

"As the merchandise nears the consumer, the importance of these elements in the consumer's price increases; and hence, they are of maximum importance in any retail market study. This is perhaps the most important difference between market studies in the retail field and in others."



## Cases by WINSHIP for Portable Products

**CASES** by the 100,000 or the Piece! Cases that merely afford protection and portability or cases that make the product worth more than the price! Winship makes all!

Winship *designs* the case and aids the manufacturer to whom this is a *new problem*; or Winship builds to specifications to fit every need—even a price limitation! Winship cases *help* sell the product that's carried by hand. *Portable typewriters, calculating machines, health motors, radios, phonographs, sewing machines, cosmetics, electrical instruments, vibrators*,—these are but a few of the numberless cases designed and built by Winship.

*Send a sample of your product or your present case or for any information and let us submit ideas and prices to you.*

Boston  
71 Summer St.

W. W. Winship & Sons, Inc.  
Utica, N. Y.

New York  
39-41 W. 32nd St.

### Makers of the famous FABER Sample Trunks and Cases—and Cases for Portable Products





# “WIFE”

**LEAVING SWEETS ALONE:** There will be few mourners over the grave of the Lucky Strike anti-sweets advertising. No doubt it increased cigarette sales substantially. Apparently it did not prevent expansion of confectionery volume. But the criticism it evoked is not met by evidence of this character. “Knocking” the other fellow may be successful for a time. In the long run the results are pretty sure to be detrimental, either through reprisals of one kind or another, or a generally unfavorable public reaction. Besides, business as a body is against warfare, private or public. It expects and engages in the keenest competition. It has become familiar with rivalries among industries. It tolerates, more perhaps than it should, extremes of enthusiasm in advocacy. It draws the line, however, at invidious comparisons that are calculated to gain advantage at someone else’s expense. . . . The American Tobacco Company shows good sense, we think, in returning to copy that deals only with the peculiar merits of its own product. It uses good strategy, also, in signaling the change by an increase in the space filled by its advertisements. It has learned that dominating advertising pays and it is determined to make the most of a rising market for its cigarettes. Whatever the reason for discontinuing its uncomplimentary allusions to sweets, the company has evidently found nothing in its experience to discourage liberal use of printer’s ink as a means of expanding consumer good will.

**CHAIN FIGHT SMOKE LIFTING:** As the smoke of battle between chain and independent clears away facts about their relations emerge which were not at first plainly seen. The most significant of these is that, except in one respect, neither side possesses advantages inherent to itself which the other cannot adapt with useful results. The exception is the spirit behind individual ownership. . . . The chains got their start by price attraction. They offered bargains in well-known articles, well known because of advertising. These bargains were used as leaders to attract customers. Independents, taking their cue from enemy tactics, began to do the same, so that nationally advertised brands are now sold in many independent stores at chain-store prices, a fact which the Federal Trade Commission is only now beginning to discover. . . . The so-called voluntary chain was the next step. It was predicated on the idea that mass buying had given the chain the whip hand but could easily be brought to the service of the independent. In some cases groups of retailers were assembled to employ groups of jobbers as their exclusive buying agents. In others the operation was put on a mutual basis. In the Philadelphia marketing area the Frankfort “chain” has been notably successful in

the latter field. It embraces some two thousand grocers carefully selected for financial ability, volume of business and general character. Outwardly these stores have every appearance of members of a first-rate chain system. Their aggregate buying power is sufficiently large to give them command of the most favorable conditions. Each member of the whole body has the benefit of the experience of all. And, each being in charge of an independent owner, their businesses are pushed with a degree of energy and self-interest which the mere store managers of the chains cannot be expected to emulate. “Chains” of this character, not well known in the East, are numerous in the Midwest and most of them are thriving. . . . The other outstanding fact is very simple and self-evident, yet in the retail trade it seems only now to be coming under general observation. We refer to the obvious truth that in business transactions the buyer gets as a rule what he pays for and no more. The chains have grown strong because of their discovery that many people will jump at the chance to buy goods and little else on the side. The independent is learning that there are still many other people who prefer to pay also for a maximum of convenience and style in the shops they frequent. Prosperity tends to increase the number who give luxury a thought.

**SALESMEN AND CREDITS:** It is surprising to learn that credit men are only now beginning to entertain the view that credit and sales functions are best exercised by different individuals. Among authorities on salesmanship this opinion has long prevailed. The two duties are obviously conflicting to no small extent. The salesman is by nature and training an optimist while the credit man, if not exactly the reverse, must know how to exercise caution and be on his guard against too ready credulity. . . . This does not mean, of course, that sound salesmen are indifferent to the responsibility of their customers. The good salesman is always interested in that phase of the people with whom he deals, for he knows perfectly well that in the last analysis his own success depends on the profitableness of his operations to the concern for which he works. He can make little progress against a steady stream of rejected orders. But it is one thing for him to understand the futility of bad sales and quite another to take upon himself the duties of official watchdog against poor risks. In the latter case he is almost sure to press too hard in one direction or the other, or else to hamper his activities by efforts to maintain a nice balance of judgment. . . . The salesman, in short, must always be the convinced and convincing advocate. To impose upon him the job of credit scout at the same time that his mind is on sales is to ask him to act as judge as well as advocate, a combination that appeals neither to common sense nor to experience in human affairs. Needless to add, good salesmen do not fail, on their own motion to report evidence of bad business practice or of financial weakness when either one comes under their observation.

# What's wrong with the BARBER SHOPS?



Of course, we have "barber shop circulation".

We admit it. We boast of it. And why not?

What is barber shop circulation, anyway?

It is the group of men who are willing to pay for the pleasure of being well-groomed; who value the luxury of relaxation under the deft hands of an expert; whose comfort is worth money they are glad to pay.

The owner of New York's latest sensation in exclusive barber shops tells us LIFE is first choice among his patrons — patrons who seldom leave his shop without paying a check that runs into money.

Even if LIFE had no other circulation—if distinguished clubs did not all subscribe—if whole families from Pasadena to Palm Beach hadn't enjoyed LIFE's sound sense and lively humor for decades—if LIFE wasn't passed on to colleges where each copy is well worn out in dormitory and frat house . . . Even without such circulation as this, the Barber Shop Circulation alone would be an excellent investment for the "Enjoyment of Living" advertiser.

# LIFE

# This\* Is True About THE MAGAZINE of the SOUTH



## ALSO TRUE:



You can't cover the Nation without covering the South—and you can't cover the REAL South without Holland's.

**\* 68,000 MORE  
CIRCULATION**  
*in the South*  
**than any other  
Magazine Published**

Of the TOTAL of 425,000 only 8% is rural . . . only 20% in cities over 25,000 . . . 72% in small cities and towns; the Golden Market of the South.

IT IS TRUE that almost any National list of two or more magazines, will give you a total circulation in the South, as great or greater than Holland's gives you alone. But always the percentage of coverage in the South compared to other territories is short.

With Holland's included in the National list, the coverage is equalized—the percent of circulation as compared with total urban population becomes FAIR to Southern Jobbers and dealers. And Holland's circulation goes outside the "beaten path" of the highly competitive metropolitan areas. Holland's circulation is perhaps, the largest percent unduplicated of any magazine on your list.

# Holland's

*The Magazine of the*  
**SOUTH**

**Circulation 425,000**

**In the South 68,000 More Than Any Other  
Magazine Published**

Main Office and Publishing House, Dallas, Texas  
Eastern Office, New York, 52 Vanderbilt Avenue  
Western Office, Chicago, 122 S. Michigan Avenue

## A Wholesaler Tells What Lines He Pushes and Why

(Continued from page 444)

selling policy, and allowing his merchandise to fall into this class, no matter how popular and well advertised his goods may be, our interest in them ceases.

Our firm sells many controlled lines, and for obvious reasons they are of considerable interest to us. However, we give no more selling effort to such lines than we devote to the goods coming to us from manufacturers who maintain sound and equitable selling policies. When we find the goods and the selling policy of a manufacturer are right, we give his product our wholehearted support. When we find manufacturers discriminating in favor of chains or national distributors, we refuse or cease to push their brands, and frequently discontinue the handling of their lines entirely.

The time has come when manufacturers of good food products must realize that building a profitable and substantial business requires much besides selling their goods to any wholesaler who will pay for them. During the last few years considerable light has been shed on the distribution of all kinds of merchandise, and it has been demonstrated that the middleman cannot be eliminated, for the simple reason that the functions he performs are essential in the movement of goods from the manufacturer to the consumer.

In the food lines particularly, I am sure the wholesale grocer offers the most economical and adequate service of distribution. As a class, we are striving to improve our service and reduce our costs, and many of us are meeting with success in this direction. And let me add that every wholesale grocer who really succeeds in the future will maintain loyally the policies of intelligent manufacturers, and give the merchandising of their goods 100 per cent cooperation and support.

## Prune and Apricot Body to Direct Peach Sales

The California Prune and Apricot Growers' Association has been given exclusive right to handle sales for the California Peach and Fig Growers' Association—ending their affiliation with the Sunland Sales Corporation. The new arrangement is a cooperative agreement to save overhead expense and increase efficiency. The selling organization will collect a brokerage charge.



## Equitable Drive Routs Summer Slump

(Continued from page 433)

At the beginning of this year we scrapped the 25-25-20-30 basis throughout our sales organization in favor of the straight 25 basis. That was really the first step in the seventy-interview program, although the campaign itself did not get under way until the first of July. The idea for the seventy-interview program for July came from the fact that this year is the seventieth anniversary of our company. The number "seventy" has already been capitalized on in various promotional ways—including a double-page advertisement last February in the *Saturday Evening Post*.

The object of the campaign was, in brief, to get each of our 10,000 salesmen to obtain during July seventy interviews—700,000 all told. On the momentum of this July program they would carry on intensive efforts during August and September.

### Overcoming the Prejudice

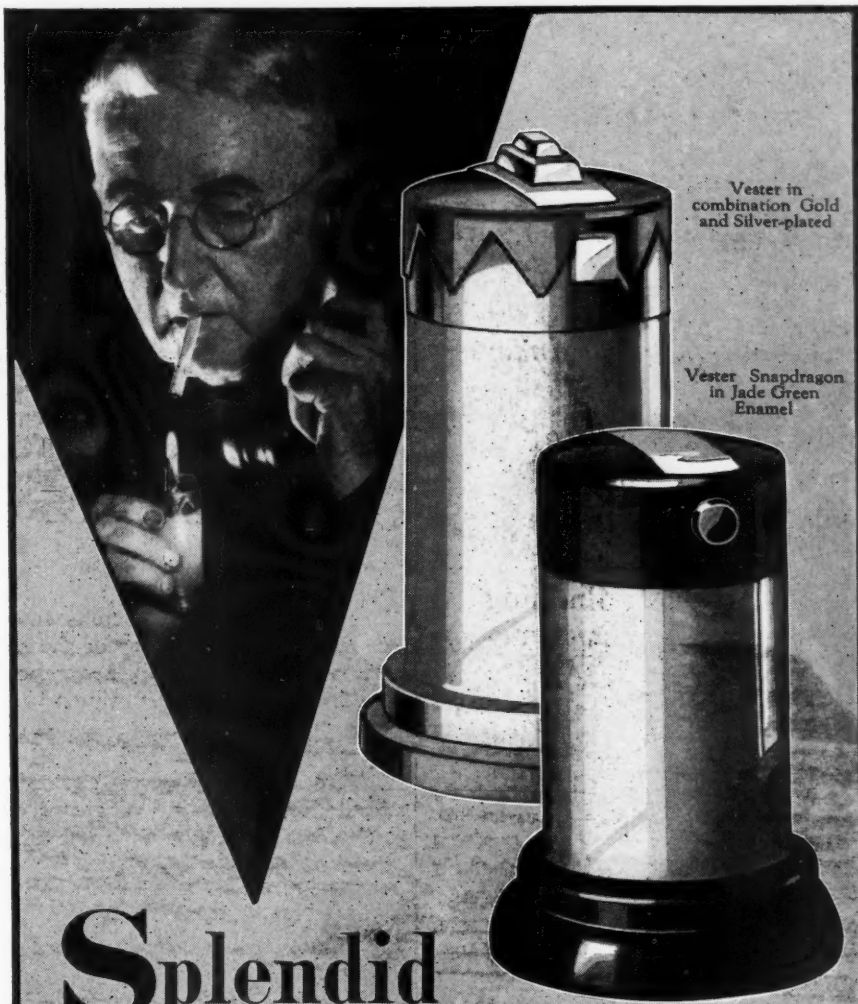
The big thing, of course, was to get the men to realize that from the standpoint of business volume summer presents just as good opportunities as any other season. Shortly before the program started one of our men was talking with me in our office. He was wondering whether the possibilities were really as great as I made them out to be. It was a warm day. This man—along with a good many others of my acquaintance—assumed that it is difficult to stimulate normal business in the summer. Surely the entire population has packed up and gone to the seashore or the mountains. In fact, he had called on one or two prospects who were away, and assumed, therefore, that he knew what he was talking about.

I took him to the window and we looked down together into Seventh Avenue below. The street was crowded with people. Only a few of these people were going away. Most of them were staying in town, going about their business as usual. There were plenty of prospects left.

Of course, most people take their vacations in the summer—but only for two weeks at a time. Ninety per cent of the population are going about their business as usual.

Not only that, but because most industries are more active in summer, people have more money then. To get the men into line, we struck straight at the prejudice which has accounted for the "summer slump."

"Have you ever stopped to think that the most important work of the



## Splendid good will builders!

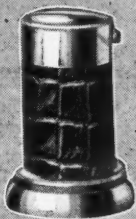
**THESE** smart, modern table lighters, so practical in everyday service, are well suited for good will remembrances. The man to whom you send one this Christmas will not soon forget you—or your business. Vester will remind him every time he lights up.

Thousands of lights to a single filling... a breeze-sheltered flame... automatic operation at a thumb-touch... simple working parts concealed... and best of all, moderate price. Vester is made in colorful enamels... genuine leathers... smart plated combinations. Mail the coupon TODAY.

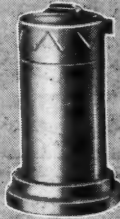
# Vester

TABLE LIGHTERS

Executives—fill out the coupon and attach to your business card or letterhead



Alligator  
Leather



Lincoln  
"Gold"

Alfred Vester Sons, Inc.  
5 Mason Street, Providence, R. I.  
Please send us complete price information  
and a Vester TableLighter on memo.

Name .....

Position .....

Address .....

**BIGELOW,  
KENT,  
WILLARD  
& CO., Inc.**

*Consulting Engineers*

*Merchandising  
Counselors*

**Park Square Building  
BOSTON, MASSACHUSETTS**

A record of the Proceedings of the Second Merchandising Conference, held under our auspices in Boston, in May, is available for loan to company officials. A request will place your name on the list to receive a copy, which is to be returned to us in ten days.

**WANTED—  
A Manager  
of Sales Promotion**

Our Sales Promotion Department operates in close cooperation with the Sales Organization on the one hand and the Advertising Agency on the other. Its head should be, in effect, a liaison officer, as well as the active director of his own departmental work.

The man we seek should have the following qualifications:

An accurate general knowledge of distribution channels and methods.  
Enough knowledge of selling—through experience, observation or study—to permit a ready understanding of sales problems and obstacles.

Familiarity with the various functions of advertising in modern selling, especially the merchandising of advertising to the sales organization and the trade, and the point-of-sale support of national advertising.

Initiative in devising plans for improved sales promotion, and the ability and disposition to advocate such plans convincingly.

Ability to plan and direct investigations of markets and distribution, and to apply the results.

We will expect such a man to earn at least \$4,000.00 from the start, and are willing to be shown that he is worth more than that. He will have a splendid opportunity for growth and advancement with the oldest and foremost company in its industry, located in a city of 50,000 in eastern Pennsylvania, about 2 hours from New York and Philadelphia.

In writing, please describe yourself and your history as fully as possible. A recent photograph will be helpful. All communications will be handled in the strictest confidence. Address Box 190, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

world is done in hot weather?" I asked our men. "There is the farmer, whose heaviest work comes in the hottest weather—harvesting wheat, oats, barley and hay, plowing corn and threshing. Nearly all highway and bridge construction and public work is done in the summer, and houses, barns and office buildings are constructed then. The railroads transport more people during the summer. Steamship lines are likewise affected. A hundred different industries are at their peaks in the summer. There is vastly more physical activity in the summer than in the winter. The human machine then works well and health, too, is best then."

**Newspaper Proved Point**

Again, I told them of the ways in which other businesses were carried on during the summer. "There is before me at the moment a copy of the current issue of a New York newspaper," I said, "and here are the column headings appearing all the way across one page:

"Steel industry reports large orders ahead; mills operating near capacity."

"Wool market steady with good demand."

"Employment is now at record level."

"Cotton goods set new record for half-year."

"Bullish enthusiasm in wheat brings record trade in Chicago."

"Lumber orders in Northwest exceed output."

And an editorial in the same paper the same day said:

"The Pennsylvania Railroad reports a net income for the first half of 1929 of \$65,318,909, a new high record."

"The Board of Trustees of the Consolidated Gas Company announces an offering of rights constituting a \$67,000,000 melon."

"Directors of the Bethlehem Steel Corporation announce that the company's stock has been placed on a \$6 dividend basis, making the rate of return to the stockholder the highest since 1919."

In short, I told the men they had no reason in the world for complaining that business was "slow."

This campaign, which succeeded in giving us 30 per cent more business in July, has been going forward at a good pace in August, too. The day-by-day sales for this month have averaged higher than for the same days last year.

Aside from the actual business figures, the effect on the morale of our organization, I think, will be even of greater importance. It will make the men forget that there was ever such

a thing as the "dog days" of summer. Not only that, but it will eliminate the necessity of getting 30 per cent of the year's volume in the last three months and the consequent pressure at that time. It will keep their business coming in more consistently and with even flow enable them to start the new year on their feet, financially and physically. With nearly one-third of the year's volume to be written between October and December, as heretofore, New Year's Day has generally found many of them dragging.

The paid settlements on business written by agents are made, in many instances, at the end of sixty days after the policies are delivered. Where that plan is adopted by an agent and he is asked to set it aside at the close of the year and to discount his notes and pay for all the business he can in order that the agency allotment may be reached, the whole agency machinery is thrown out of gear. It is important to eliminate that kind of stress and strain at the end of the year.

If we can eliminate the summer slump, we shall be able to eliminate the winter tension and to produce maximum results for each month of the year. The important factor in developing sales is to develop men, and the first factor in developing men is to build up their morale by means of encouragement and cooperation of all the executives in charge of sales. If executives can develop the habit of summer work among the men, it will not only organize their business on a satisfactory basis, but will give them a plus of production that will maintain their usual winter production and in the same year augment their summer production. It is largely a matter of self-discipline or habit.

**Financial Advertisers  
to Discuss New Media**

Three of the newest advertising media—motion pictures, radio and talking pictures—will be analyzed by members of the Financial Advertisers' Association, at their annual meeting in Atlanta, October 30-November 2.

Jason Westerfield, publicity director of the New York Stock Exchange, will tell "How the Exchange Utilizes Motion Pictures"—supplementing his address by showing a two-reel film taken on the floor of the exchange. Earle Bryson, vice-president of Halsey Stuart & Company, Chicago, will talk on "Halsey Stuart Radio Hour," and H. R. Menefee, manager of the commercial division, Fox-Case Corporation, "The Talking Movie as an Advertising Medium."



## Two Sales Executives Tell About Hiring Salesmen

(Continued from page 428)

Another could never be satisfied with her husband's location. We sent him to one territory and he moved his family there. His wife soon became dissatisfied and nagged him till we sent him back to her home, then she wasn't satisfied there. Needless to say, we can't be shifting salesmen from one territory to another just because their wives desire a change of scenery.

We don't lay a great deal of stress on education. We like to have salesmen who can use good every-day English, of course, and who can make an intelligent report, but that is all. I know many salesmen who can't write a good letter who, nevertheless, can sell more stoves than the average educated salesman.

Conditions in the stove business have changed greatly in recent years. Hardware dealers used to be our chief outlets and we obtained most of our salesmen from behind their counters. Our salesmen recommended them, we placed them on the waiting list, and when we had an opening, put one on the road. They knew the hardware business, including stoves, they were familiar with the dealer's attitude and his problems, becoming a traveling salesman was a big promotion for them, and they almost invariably stuck and made good.

### Outlets Have Changed

Now hardware dealers are no longer our chief outlets and it is seldom that we get a salesman out of a hardware store. Department stores, furniture stores and public utility companies now sell most of the stoves. We sometimes get a good man who has been manager of the stove department for one of our customers, but that is usually a delicate matter. If a customer has a good manager, he wants to keep him and it would be very indiscreet for us to try to take a good manager away from a customer.

The result is, we have had to advertise for salesmen in recent years. We usually run a "blind" ad in a paper in the territory where the salesman is to be employed, but state the character of the business and some of the requisite qualifications, such as experience in selling to public utilities, for example. We don't care to hire salesmen from our competitors and actual experience in selling stoves is not essential, though it is desirable.

To a recent advertisement of this kind we received eighty-three replies. Their own letters eliminated about sixty of these applicants, for various

## Don't use Letterheads that contradict your salesmen use Genuine Engraved Stationery

LETTERHEADS gossip. They whisper secrets about your business. And sometimes, when they're cheap and flimsy, they give a false impression that may contradict the favorable points your salesmen hoped to make. But genuine engraving tells always a story of stability. In buying, it will pay to look for the identifying symbol pictured here. See that this mark is affixed to the engraving you purchase.



### Are You Proud of Your LETTERHEAD?

You should be! If your letterhead doesn't do justice to your business, it's you who are the loser. For--your letterhead is you--and you can't prevent customers and prospects from judging you by it. How could we improve your letterhead? Let us answer that by sending you samples of letterheads we've created. No obligation. Merely pin this advertisement to your letterhead, and mail to us--today!

#### MONROE LETTERHEAD CORPORATION

1008 Green St.  
Huntsville, Ala.

165 N. Union St.  
Akron, O.

### Extra Copies

If you want extra copies of this issue please order promptly, as our supply is frequently exhausted a week after date of issue.

### THE TAXI WEEKLY

COVERS THE WHOLE CAB INDUSTRY

New York Edition goes to 10,000 taxicab individual fleet and company operators. Issued Mondays. National Edition goes to 4,000 fleet and company operators throughout the U. S. Issued Mondays.

Published in Its Own Printing Plant at 54 West 74th Street--New York City



## M. J. B. Co. Selects Tulsa Tribune for Complete Coverage of ZONE "O"

"The only medium which completely covers the Tulsa trading area." Here is a positive statement from one of the many big national advertisers who appreciate the remarkable coverage and advertising prestige of the Tulsa Tribune.

The quotation at the right is a paragraph taken from a letter addressed to Collins-Dietz-Morris Company, Wholesale Grocers of Tulsa, Oklahoma and signed by W. Emmerling, Sales Manager of the M. J. B. Co.

"In selecting the Tulsa Tribune to handle the M. J. B. Coffee campaign in your city, we felt the Tribune was the only medium which completely covered the Tulsa trading area. We feel confident that you will continue to secure excellent results from our Tribune advertising."

## The Tulsa Tribune

*Tulsa's Leading Newspaper*

EVENING

SUNDAY

SMALL, SPENCER & LEVINGS  
New York - Chicago - Boston

PAYNE-HALL, INC.  
Los Angeles - San Francisco - Seattle

### Mr. President Looking for a Sales Manager

A charter subscriber to SALES MANAGEMENT who has had extensive experience as a sales executive handling high class mechanical specialties is open to a new connection.

He has had diversified experience selling tangibles and intangibles. I know him to be a forceful, dynamic, creative man, and he is looking for an opening that has possibilities of both permanence and growth.

He can be secured at a reasonable salary with a bonus or per cent of net profit. Inquiries directed to the writer will be forwarded to him.

PHILIP SALISBURY, V. P.  
Sales Management, Inc.  
420 Lexington Ave., N. Y. C.

### IN THE SEPTEMBER 14 ANNUAL REFERENCE NUMBER

*Using a picture to tell that  
which you can't describe*



ONE cannot describe how wholesome good bread is. But one can suggest it by showing a big, golden brown loaf such as mother took out of the oven of the old wood stove.

Our insert in next week's issue of this magazine illustrates how faithful color reproduction was used by the General Baking Company to make the picture that a thousand words could not tell.

The U. S. representative has ideas that can be used just as effectively in your business. Let him show you samples of our recent work.

THE UNITED STATES PRINTING  
AND LITHOGRAPH CO.  
Cincinnati Baltimore Brooklyn  
Service offices in 16 cities

reasons, chief of which was the fact that the other twenty-odd impressed us more favorably. We then invited the others to a local hotel for an interview and selected one of them because he had certain experience that we felt would be valuable in our line and because he met our general requirements.

While I have said that I know many good salesmen who can't write a good letter, such an applicant naturally is at a disadvantage and is given little consideration unless he appears to have unusual qualifications. This disposes of a considerable percentage of them. Others indicate right off that they are of the high-pressure type or the floater type, neither of which we care to employ. Others have had no suitable experience of any kind, but apply because they think they would like to get into selling or just because they are out of a job and are answering a long list of want ads.

Possibly a fourth of them seem worthy of an interview and these are given appointments. When they come in, a quick appraisal may be sufficient to indicate that they won't do. Their general appearance, their carriage, or their attitude may betray them. Or perhaps they pass this inspection but fail as soon as they begin to talk. Our salesmen must meet the appraising glance of dealers as they walk into stores and they must be able to talk freely, logically, and not unpleasantly. At least half of those who are granted interviews are quickly eliminated in this way.

The others are given more time to present their qualifications. If one of the lot seems to meet our requirements, we consider that we have been successful.

We want salesmen who have all the usual requirements, but most of all, we want salesmen who will work! What sales manager doesn't?

### Survey of Surveys

*(Continued from page 418)*

outlets are shown by blocks, 10,299 grocery stores are located and keyed, 2,045 drug stores are also located and keyed, 148 main shopping streets are shown by divisions, 538 points of sales interest are similarly shown, all surface and elevated lines, in color, nationalities (knowledge vital to the marketing of many products) are also shown in color.

Cooperation with manufacturers and advertising agencies based on this sales manual is offered by the merchandising department of the American. Such cooperation naturally enhances the practical value of the manual. This department is said to be rendering a valuable service to many advertisers, in rearranging their Chicago business, based on the new manual breakdowns.

# A Chain Offers to Take 12 Per Cent of Our Output—Shall We Accept?

(Continued from page 427)

ing all of the commodities they handle?

The buyer also argued at length on the advantages to us of having a large part of our volume placed with one account. He mentioned the economies of charging, billing, etc., and the certainty of collecting accounts when due. This appealed to one faction of our executives, while the other held that it was as dangerous as putting too many eggs in one basket.

8. *What is the experience of manufacturers who have sold mass distributors for several years, as to the security of their established mass volume?*

## Why Are Concessions Granted?

The mass buyer showed us an impressive list of the names of large manufacturers, most of them national advertisers, who are selling his company on terms similar to those demanded of us. These manufacturers, he claimed, have recognized the economic soundness of his proposition; but two of our executives are convinced that the concessions are not economically sound for various reasons. If mass distributors have actually lowered the cost of distribution, and if the concessions they demand of manufacturers represent actual savings due to the nature of the mass business, then this form of distribution will tend to displace all others. But these claims are not established as facts, and we want to know:

9. *To what extent are the concessions granted by manufacturers to mass distributors due to actual savings, and to what extent, if any, are they merely a price paid by the manufacturer for large-volume business that is not economically justified?*

Then there is another phase of this subject that we would like to have explained to us. Years ago, before my time, our company suffered a good deal from the price-cutter. Because of this practice our goods were practically excluded for long periods in several important markets. We found price-cutting to be a most demoralizing cause of unnecessary expense, and by every legitimate means we could command we have patiently educated our wholesalers and the retail trade to refrain from it. In a recent article in SALES MANAGEMENT a well-known manufacturer made a statement to the effect that the mass buyer merely presents to the manufacturer an old prob-

lem in a new guise—that of the price-cutter. This may be intended to mean that the price-cutter is no longer a problem, and naturally suggests this question:

10. *Has the time arrived in the development of American merchandising when it is to the manufacturer's advantage to sell his goods in a manner that he knows will result in flagrant price-cutting?*

One faction of our executives says that this time has arrived, and that our price policy is obsolete. This opinion is supported by the claim that we would be morally and economically justified in selling the mass buyer at a much lower price than we sell our established trade. Two of our executives believe that we have every right to sell our output at as many different prices as we wish, and that our discounts are nobody's business. They acknowledge that we may have some little trouble with established trade in the territory where the mass distributor operates; but they are convinced that the promised advantages are well worth the risk. They see the proposition in terms of volume and in producing a capacity output which they believe can be maintained, also as a means of getting ahead of competition. They anticipate a dominance of all markets by mass distributors, and believe that, as our mass volume grows, we can induce the distributors to pay more for our merchandise because their customers will demand our goods.

## Unfair to Established Trade

The other faction is as firmly convinced that we have no moral or economic right to accept the proposition. They contend that it would be unfair to our established trade to promote price-cutting competition. As they see the proposition, it would be impossible to sell the mass distributor if it were not for the fact that the independent wholesalers are giving us a large and profitable volume. They also contend that it is better to manufacture less than a capacity output at a profit, rather than to take on a volume that will tend to demoralize established business and on which there is a loss when it is charged with its share of overhead. As to competitive advantage, they say that it is better to allow our competitors to take unprofitable and dangerous business, and that we can

Visual Selling



83% of all knowledge is acquired through the eye. With Burkhardt Visual Selling equipment your sales story can be visualized in the most effective way—a composite of the best experience of your entire sales force. Burkhardt display binders are made for the visual presentation of any product, commodity or service. Write today for information.

THE BURKHARDT COMPANY, Inc.  
545 W. Larned St. Detroit, Michigan



"There are many reasons"

why more than eighty national advertisers use The Biloxi-Gulfport Daily Herald to reach the people of the Mississippi Coast.

### One reason:

Every evening it is as welcome as a lifelong friend in more than seven thousand Mississippi Coast homes.



"There are many reasons"

**THE DAILY HERALD**  
Herald Building Gulfport Mississippi Herald Building Biloxi



use their mass selling against them in building up our established trade. They believe that mass distributors cannot dominate the company's market, and that they cannot dominate any markets whatever when manufacturers realize that they are doomed if they continue to sell mass distributors at a loss. Lastly, they believe that in selling through the mass channel we shall be merely swapping a large unprofitable volume for our present smaller but profitable business. And, finally, we are anxious to know:

11. Which faction is right?

## Sales Management Weekly Index to Motor Activity

(Average of years 1924-28, inclusive, equals 100)

Year 1929	Year 1928
Jly. 6 ..... 138	Jly. 7 ..... 120
Jly. 13 ..... 138	Jly. 14 ..... 128
Jly. 20 ..... 138	Jly. 21 ..... 130
Jly. 27 ..... 136	Jly. 28 ..... 133
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Aug. 10 ..... 136	Aug. 11 ..... 134
Aug. 17 ..... 134	Aug. 18 ..... 136
Aug. 24 ..... 136	Aug. 25 ..... 141
Aug. 31 ..... 140	Sept. 1 ..... 138

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity are based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to one of the leading economists and statisticians of the automotive industry.

The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that have been thus far developed. This index has been carefully checked against retail sales and production of the automotive industry and its accuracy thereby demonstrated over a period of years.

## Lea Declines Senate Job

Col. Luke Lea, publisher of the Nashville *Tennessean*, the *Commercial Appeal* and the Memphis *Appeal* of Nashville, and the Knoxville *Journal*, declined this week the appointment to succeed United States Senator Lawrence D. Tyson of Tennessee, who died a few days ago. The appointment was tendered him by Gov. Henry H. Horton.

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display  
Cash Basis Only. Remittance Must Accompany Order.

### EXECUTIVES WANTED

AN OPPORTUNITY FOR A SALES MANAGER—Half-century old concern, manufacturing a product of recognized merit, requires a man of broad vision who is a keen merchandiser, an organizer and an executive. He must be capable of increasing the sales ability of the present staff of salesmen, of expanding present dealer organization, and of merchandising the line beyond the dealer to the user. He will be given ample advertising support and every opportunity to do a thorough-going job. The initial salary will be attractive and there will be plenty of room for growth. The location is a pleasant industrial town, one hour's drive from Pittsburgh. Your first letter should contain complete information, including age, education, experience, present earnings; it will be treated confidentially and returned if desired. Address Box 191, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established nineteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

### SALESMAN WANTED

EXPERIENCED MALT SYRUP SALESMAN wanted by old established and reliable concern; must be willing to travel. Give reference, experience, age and salary desired. All correspondence will be held in strict confidence. Address: Box 194, Sales Management, Inc., 420 Lexington Ave., New York, N. Y.

### LINES WANTED

DISTRIBUTOR OR MANUFACTURER'S REPRESENTATIVE is carefully seeking a line of products of merit that are made by a substantial company. Will consider the complete distribution of a factory and assume the responsibilities of the Sales and Advertising Director or will act as District Representative. Willing to entertain like connection for a worthy development program or a service. Unencumbered and can move to any promising territory. Address Box 192, care SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

### SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit Sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

### SALESMEN WANTED

FORTUNE IN AIRPLANE SALES—UNDER this plan a salesman should sell at least one Eaglerock a month—a net monthly income for him of from \$1,000 to \$1,500. Our two weeks' free sales training course makes you ready to get the money. We equip salesmen who qualify with a free demonstrator Eaglerock. You can offer buyers an easy plan of time purchase. Write for details. Alexander Aircraft Co., Dept. 16, Colorado Springs, Colo.

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## "GIBBONS knows CANADA"

J. I. GIBBONS Limited, Advertising Agents  
Toronto ..... Montreal ..... Winnipeg ..... Vancouver ..... Hamilton ..... London, Eng.  
New York Office 2152 Granbar Bldg. Thomas L. Bridge, Manager for United States

# THE **P**rofit spectrum

# is a Market guide

*An editorial by*  
**W. C. Dunlap, Vice-President**  
*in charge of sales*  
**The American Multigraph**  
**Sales Co.**

**E**XAMINE your range of markets through the prism of close analysis (as so many executives are doing nowadays) and you will find that it presents as many shades of color as a refracted ray of light. You may find, also, that a disconcerting share of those markets shades off toward the red end of the spectrum—a discovery that has its illuminating side if you are one of the many executives faced with a situation of profits which do not keep pace with volume.

Business today is definitely facing the fact that markets vary in value. Selling, to be successful, must be selective. It must devote the major portion of attention to those markets covered by the upper portion of the profit spectrum and avoid those markets that shade "into the red."

The market variations which govern profit

variations may be of several types—geographical, vocational, financial, or many others. Whatever they are, it is the responsibility of management to discover them—and to discover how to concentrate sales effort in those markets whose shade of profit is near the top of the spectrum.

In planning our own sales activities we have met this situation by means of careful market analysis coupled with the development of new Multigraph equipment which simplifies selective cultivation of preferred markets.

Our policy of selective concentration has brought about a very decided increase in our net profit. It has reduced our selling expense, and, although the number of prospective customers kept on our mailing list for active cultivation has been materially reduced, our volume of sales has increased.

Executives who would be interested in more detailed discussion of our approach to the problem of finding and cultivating the fruitful markets for our product are invited to write. Please address W. C. Dunlap, 1832 E. 40th St., Cleveland, Ohio.


*Do  
You Know  
Your  
Market?*

*There is a new*

## **MULTIGRAPH**

*for today's new selling conditions*





# NEW Selling Power Given TO TRIBUNE ADVERTISERS!

Tribune circulation gains give greater power to advertisers. The July daily average of 854,893 copies reached 56,097 more families than in the same month in 1928. This increase was greater than the combined gains of all other Chicago newspapers.

1,368 cities in the United States have newspapers. In 1,312 cities—96%—no newspaper has greater total circulation than the increase the Tribune now offers to advertisers.

In a single year the daily Tribune gained more circulation than the total circulation en-

joyed by any of 2,191 newspapers—90% of all newspapers in the United States.

The vital growth of the Tribune on week-days is evidenced also in Sunday gains. Sunday Tribune July average circulation, now at the high level of 1,107,469, shows a jump of 23,965 over July 1928.

Here is sales power! Here is advertising response, immediate, copious, profitable! Use it to back your salesmen, your dealers, your merchandise in Chicago and the Chicago territory.

## Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Total Average Circulation, July 1929  
Daily, 854,893; Sunday, 1,107,469